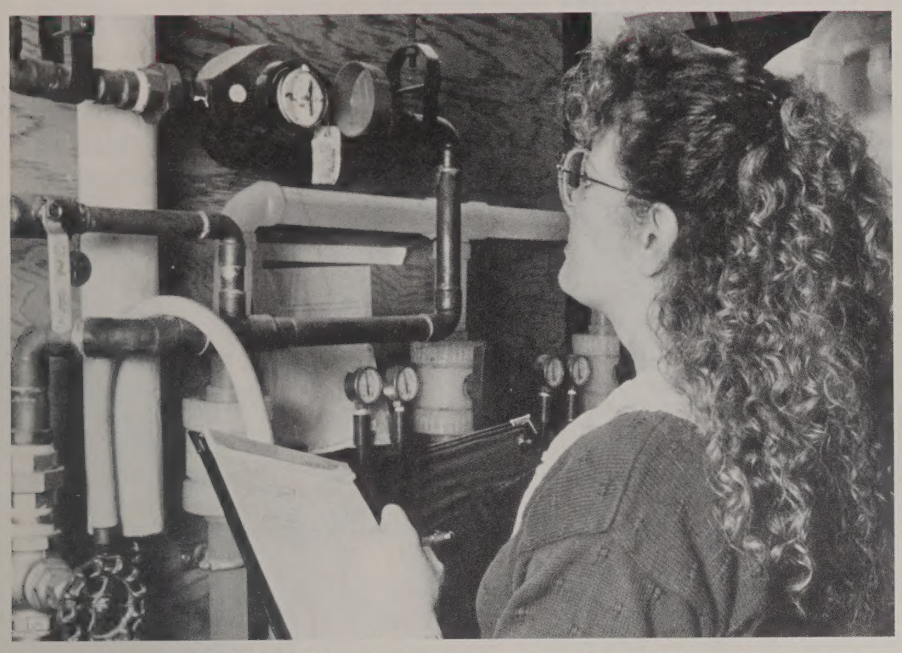
MGH HOTLINE

11 January 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 2206



Nancy Novak, MGH Utility Analyst, reads a hospital water meter. MGH engineers have taken the initiative to find innovative ways to reduce the hospital's use of this precious and expensive resource. Photo courtesy of Massachusetts Water Resources Authority.

The MGH: putting the plug into water wastage

Are we letting our lives go down the drain? Each of us uses an estimated 22,000 gallons of water each year. And industry uses even more. According to the World Resources Institute, only about .014 percent of the Earth's water is available for human use. Though a small percentage, that should be enough to meet all of our needs. But for many reasons, it is rarely enough.

Organic and industrial pollutants have compromised groundwater supplies as well as oceans and rivers. For instance, about five million tons of oil end up in the Earth's oceans each year. And air pollutants cause acid rain which taints the precipitation that falls on the Earth.

Because cleaning up our messes is expensive and sometimes nearly impossible, we have to stop polluting the resource that is most vital to our livelihood. We have to use less water more efficiently. We must conserve the water that we use.

The MGH has been at the forefront of water conservation, winning the Massachusetts Water Resources Authority's (MWRA) Quabbin Award in 1988. That year, MGH engineers found ways to save more than six million gallons of water.

Despite these efforts, however, the hospital's water bill soared. In fiscal year 1988, water for the main campus (excluding the Navy Yard and satellites) cost the hospital $1 million. The previous year, the bill totaled only about $782,000. The rise in our water bill was partially due to construction projects. But it was also due to shrinking supplies and, as waste goes into the Boston Harbor, the skyrocketing cost of purifying another polluted resource. In fact, the MWRA estimates that by the end of the century, both water and sewage rates will have quadrupled.

"We need to conserve water because it is a natural resource that will not be as available to us in the future," said Anand Seth, MGH Director of Facilities Engineering. "And it's costly. If you reduce water consumption, you also reduce the amount of water that goes down the sewer. That means that not only are you saving on water but you al

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Collaborating for Excellence

Nursing recognizes other members of the caring team

When it comes to caring for patients, it takes a lot of people working together to get the job done. No one knows this better than MGH nurses. And at a reception and ceremony last month, those same nurses took the opportunity to honor their comrades in caring from other departments.

The Department of Nursing recognized 322 MGHers from 39 hospital departments who, through collaboration, help in the delivery of quality patient care. The **Celebration of Collaboration**, organized by Nursing's Recruitment and Retention Committee, is a new concept born of the department's desire to thank the many people who work as a team to meet the varied needs of patients.

Said Deborah Washington, RN, a member of Nursing's Recruitment and Retention Committee who officiated at the ceremony, "From the moment a patient is admitted to the moment that person is discharged, we are working in partnership with other departments. When the person remembers his hospitalization, he remembers the experience as a whole. He remembers what his room was like, what the care was like, and what the people he came into contact with were like."

More than 300 people attended the reception. Yvonne Munn, RN, Associate General Director and Director of the Department of Nursing, and Stephen Kauffman, Associate General Director, addressed the group.

Nurses selected MGH employees who facilitate collaboration in patient care. The employees were recognized with certificates. They also were given flowers and a button that read "Collaborating for Excellence." Pictures of the MGHers who were honored and the nurses' comments about them were displayed in the Warren and Gray Building corridors. Physical therapists to secretaries; transcribers to dietitians; doctors, technicians, elevator operators, electricians and more, were represented.

Some of the comments about employees read as follows:

"New to Baker 11, Margaret Wright [of the Department of Social Service] has made an immediate, positive impact on patient care. Margaret's professional approach to problem solving, expert knowledge, and immediate response to patient needs make her a respected and valued member of the patient care team." —The Nursing Staff of Baker 11, Surgical Nursing

"Jim White [Transcriber on Warren Baker 12] is a courteous, friendly, and positive individual who works exceptionally well with the entire health care team, as well as all the patients and their families." —The Nursing Staff of Warren Baker 12, Intensive Care Nursing Service

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Inside

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They help bring technology into focus

Technology is hardwired into healthcare. An intensive care unit resembles a futuristic space station more and more every day. My reaction to the various devices is "Beam me up Scottie—please."

But clinicians at the MGH have a resource that many hospitals lack—an expert at the bedside, a technician-engineer-jack-of-all-trades who understands some of the most advanced life-saving equipment around.

Clinical Biomedical Equipment Technicians (BMETs) provide on-site training to nurses and physicians to help them understand how the equipment works. They provide on-site problem solving when there is possibility of equipment failure. They provide maintenance, coordinate repair, purchase, and installa-

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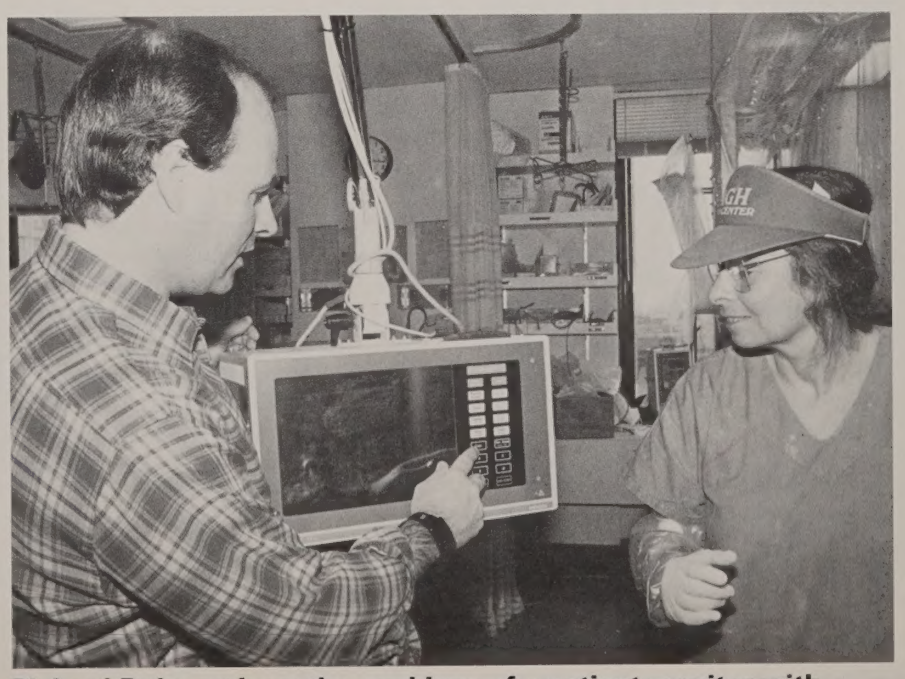

Richard Duke reviews the workings of a patient monitor with Barbara Penchuk, RN, a nurse in the Burn Unit.

Happy M

Clinical techs

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tion of new technology. And they are an integral part of the patient-care team.

Clinicians depend heavily on monitoring devices to determine a patient's condition. But sometimes there can be doubt. For instance, patients can have physiologic conditions such as large temperature swings which might cause false readings. This is where the hospital's clinical BMETs come in.

A clinician watching a monitor sees an unusual reading. Is it the patient, or is it the monitor? Before a decision is made to adjust a medication or start a treatment, the clinician calls the clinical BMET on duty. The BMET is at the bedside within minutes, checking the equipment, using expertise to help the clinician make a decision about patient care.

"If there is any doubt in the nurse's mind whether or not to trust the readings, he or she calls us," said Tricia Flynn, a BMET who covers the Gray and Respiratory ICUs. "We have to determine the problem at the bedside, under the pressure of a clinical situation. The clinical staff has to know right then and there."

Service technicians and engineers are available to repair equipment and work out design problems. But often, a problem can be resolved on the floor. And in situations where time is a life-determining factor, problems must receive quick resolution.

"Clinical BMETs (under the auspices of the Department of Respiratory Care directed by Dr. Bob Kacmarek) are unique to the MGH. Most hospitals have bench-based service technicians and engineers. At the MGH we have clinical BMETs on the patient-care floors. They are an important part of the team," said Lisa Arguin, Clinical Engineer.

Technician Richard Duke has been with the hospital for 10 years. He covers the Sumner M. Redstone Burn Unit, several other ICUs, as well as some medical floors. Mr. Duke is most impressed with how much the technology has advanced over the years and the challenges this poses to the clinical team. "After 10 years of doing this, I have seen how far this technology has come. That is exciting. It makes the teaching we do with the clinical staff even more important."

Mr. Duke also points out the important role of the clinical BMETs in determining what types of new technology are needed on the units. They consider the equipment needs of all members of the clinical staff and identify the appropriate technology.

"We have gained the trust of the clinical-care staff through the day-to-day informal problem solving and teaching that we do," said Ms. Flynn. "We are able to explain the engineering side of any situation, and that helps establish our credibility. It's the one-on-one relationship between individuals that is important to building that trust."

"This is really gratifying work. You are at the bedside, and you can see how what you do helps patients."

Tricia Flynn discusses the fine points of defribrillators with nurse Peg O'Brien.

Saving water

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also are reducing the cost for sewage treatment."

To meet the needs of the community it serves as well as the community of which it is a part, the hospital is redoubling its efforts to conserve water. In fact, the MGH will soon embark upon a hospital-wide water conservation program.

The hospital uses water for cleaning, cooking, patient care, refrigeration, and various mechanical processes, as well as for drinking by patients, visitors, and employees. The City of Boston meters the water when it comes into the MGH system, and for sewage purposes it assumes that the volume that comes in also goes out. So the MGH is charged twice for water. Thus the hospital gains doubly if it can use its water supply more efficiently.

MGH engineers have been up to the challenge of finding innovative ways to do just that. One example is the Jackson Cold Room Conversion Project which won the MGH the Quabbin Award in 1988. Twenty-six cold rooms in the Jackson Building are used for research and must be kept between 10 and 40 degrees Fahrenheit. The condensers which cool these rooms run around the clock and recirculate a continuous supply of cold water. Previously, the water was piped into the condensers and then discarded.

MGH engineers designed a

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Collaboration

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"William Turner and Leontina Vieira [both of Environmental Services] take great effort and pride in keeping Phillips House 5 very clean, neat, and orderly. They are assets to the unit." —The Medical Nursing Service, Phillips House 5

"If coordinating, cooperating and communicating, the three C's of effective management, can define collaboration, then Peggy Carolan [Manager of the Bunker Hill Health Center] personifies this concept." —The Nursing Staff of the BHHC

"Jim Breen [Supply Service] is an exceptional resource person for Revere Health Associates. We all feel if it wasn't for Jim we would have empty shelves at Revere." —The Nursing Staff of the MGH Revere Health Associates

"When we call requesting data... [Marie Contrado, Secretary in Cytology] accepts the task as a shared problem. Her reliability and cooperation have played a tremendous "behind the scenes" role in helping patients receive timely and appropriate health care." —The Ambulatory Care Nursing Service, GYN Ambulatory Care

"Mica Rie [Cardiopulmonary Physical Therapist] is a professional member of the health care team who truly makes a difference to all patients and staff with whom she comes into contact." —The Medical Nursing Service, Baker 6 ICU

"Dr. [Cyrus] Hopkins continually collaborates with nursing in examining issues related to patient care. His management of the Medical Quality Assurance Committee has provided a forum which promotes collegiality across departments." —The Medical Nursing Service

"He [Fr. Jim Robertson, Catholic Chaplain] can be seen walking through the hospital at any time of the day or night. The support he provides to patients, families, and staff is exceptional and never ending." —The Medical Nursing Service, Phillips House 5

[MGH Telephone Operators] "The volume of calls coming into MGH is staggering. When fire, codes or other disasters befall a unit, the operator is the first responder. The voice page while always calm carries a subtle change of tone which alerts the recipient that action is needed. For that we thank you." —The Surgical Nursing Service

"Martha Gracia [Pediatric Nursing Assistant] is ...dedicated to compassionate patient care. She never complains and is always willing to help in any situation." —The Pediatric Nursing Service, Burnham 4

"Whenever approached for assistance to develop/refine educational material, she [Marcia Lambert, Graphic Design Coordinator, Nursing Staff Development] is creative, cooperative, productive." —The Nurses of the Surgical, Orthopaedic,

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Deborah Washington, RN, member of Nursing's Recruitment and Retention Committee, presented the certificates that honored MGH employees for collaborating in excellence. The ceremony recognized employees from 39 MGH departments.

lew Year

What's happening

Bear hugs from the Bank of Boston

The second annual Bank of Boston Holiday Bearlift brought fuzzy friends to patients in the Childrens Service last month. Here Ira Stepanian, Chairman of the Board and Chief Executive Officer of the Bank of Boston, delivers a teddy bear and a little Christmas joy to a young MGH patient.

Call for nominations for Oncology Nursing Award

The Oncology Nursing Career Development Award, funded by the Friends of the MGH Cancer Center and administered by the Cancer Affairs Nursing Subcommittee, recognizes a professional staff nurse for meritorious practice. An award of $1,000 will provide financial assistance for the recipient to attend continuing education programs that will further his or her professional goals.

Acutely aware of the critical role of the oncology nurse in the management of the cancer patient, the Friends hope to engender a broader understanding of the oncology nurse's role and to encourage nurses engaged in this life-giving work.

Kathryn Pazola, RN, Staff Nurse on Burnham, was in 1989 the first recipient of the award. Nominees must be MGH registered nurses functioning at the staff level in either inpatient or outpatient settings. Nominees also must demonstrate consistent excellence in delivering care to cancer patients, serve as a role model for others in the profession, and demonstrate commitment to professional development. Nomination packets are available from D. Mayer, ext. 6-8548. Only completed nominations will be considered and should be submitted no later than April 2, 1990. The award will be presented during National Nurses Week in May.

Carolyn Hennessey, MGH IV nurse, will be missed

Carolyn Hennessey, RN, an MGH IV nurse for 20 years, died last month after a lengthy illness. She graduated from Arlington High School and received her nursing degree from Northeastern University. Prior to joining the IV Therapy Team, Ms. Hennessey worked in the Sumner M. Redstone Burn Unit, and in the Orthopaedic Surgery Service. Ms. Hennessey's friends and colleagues remember her as a person who loved life, people, and laughter. Her will to live and great spirit brought her through many struggles with her disease. And those who knew her learned a great deal from her courageous fight. She will be sorely missed.

Ms. Hennessey at a celebration in her honor.

A melodious MGH Timilty exchange

Twenty five children from a drama class at the Timilty Middle School in Roxbury visited the MGH Childrens Service in December to sing carols and decorate patients' rooms for the holidays. The MGH is involved in a partnership with the Timilty School providing internships and learning experiences for the children, externships for teachers, and assistance with curricula development. The children were accompanied by drama teacher Romeo Bryant and art teacher Kirsten Flygare .

Ms. Flygare thought of the holiday visit after working in the MGH Childrens Service under the hospital's externship program for Timilty teachers. The decorations were made by Ms. Flygare's art students.

Heralding the holidays with song

The MGH Chaplaincy Department sponsored Christmas caroling in the WACC Lobby last month. Here Father Allen Caparella conducts.

The MGH Christmas Band, the Sing for Survival Chorus, and the Chaplaincy Interns led the carolers in song. Soloists included Geraldine Raper of Social Service and Debbie Brown of the MGH Institute of Health Professions. Chaplaincy interns and volunteers helped pass out song sheets and bring patients to the lobby.

Joe Stukas, formerly MGH Chief Diener, returned for the fifth year after his retirement from the hospital to lead the MGH band. Mr. Stukas has led the band since 1963. In appreciation of his years of service and leadership, the Chaplaincy Department presented him with a gift.

Caroling at the MGH dates back to 1930 when the Cabot Carolers, led by Dr. Richard Cabot, sang at the hospital and on Beacon Hill. The group was later joined by the nursing students' choir. Dr. Cabot founded the Department of Social Service in 1905 and the Chaplaincy Department in 1933.

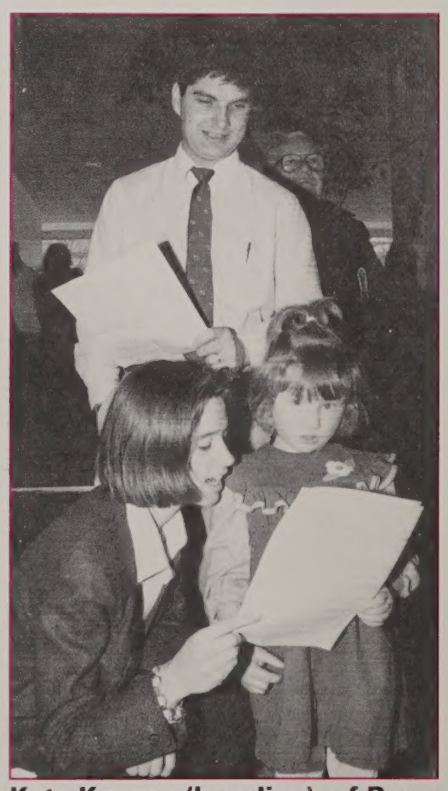
MGH Urologists offer morning hours

The MGH Urological Associates now offer morning office hours in the WACC. Referrals are welcome. To schedule or for more information please call ext. 6-2797, 6-2798, or 6-3010.

Dialogues on Cancer: Nutrition and Cancer Prevention

MGH Cancer Affairs and the Friends of the MGH Cancer Center last month kicked off the 4th season of their joint series, *Dialogues*, with a luncheon and lecture entitled "Diet and Cancer: What we know and what we don't." Dr. Henry Mankin, Chief of Orthopaedics, was moderator.

After a healthy luncheon, beautifully presented by the MGH Department of Dietetics, Mary Kay Fox, Manager of the MGH Ambulatory Nutrition Service, gave an enlightening presentation about the



Kate Kennan (kneeling), of Psychiatry, joined coworker Sean Ward and his four-year-old daughter Katherine for caroling in the WACC Lobby last month.

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Saving water

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closed loop system that connected all 26 rooms to a central chilled water plant. Chilled water is now circulated throughout the system, returned to the central chilled water plant, cooled and circulated again. The water is never discarded, thus avoiding sewage costs and saving 12 million gallons of water each year.

The MGH has embarked upon a number of other water-saving initiatives. For instance, the hospital used to buy steam from Boston Thermal Energy Corporation. The steam, which is used for cooking, sterilization, and heating MGH buildings, for instance, was piped into the hospital. Once the steam (water vaporized under high pressure) was used, it condensed back into water. A typical condensate temperature was 180 degrees Fahrenheit which had to be cooled to 130 degrees to meet the sewer regulations before being discarded into the sewer system. The MGH paid for the steam, then paid for cooling the condensate, and then paid sewage costs for the discarded water.

To save water and money, MGH engineers designed a new steam condensate collection and return system that helps the hospital get more use from its steam. The hospital now buys steam from the Cambridge Electric Steam Company. Instead of cooling and then dumping the hot condensate, it is recirculated to other systems that need heat. By using the hot condensate, MGH engineers reduce the amount of steam they use. And instead of discarding the resulting water, they return it to the Cambridge Electric Steam Company to be reused to create more steam thus avoiding the cost of cooling the condensate.

Water is expensive. And as the costs of purifying an increasingly polluted and limited natural resource rise, hospitals, schools, governments, corporations, and individuals will have to find ways to conserve. As the formal MGH conservation program gets underway, there are a number of ways MGHers can help save water.

- Report dripping faucets to Buildings and Grounds. A dripping faucet can waste 7,000 gallons of water each year.

- When considering new equipment, make sure it meets the MGH's water management policies.

- Conserve purified water. To produce one gallon of purified water requires about 4 gallons of regular water.

- When hand washing glassware, multiple rinses rather than a single long rinse will help conserve water.

- If you have ideas about how to save water, contact Buildings and Grounds or Facilities Engineering. Or request that Buildings and Grounds conduct a leakage survey of your department.

And finally, saving water in your home won't directly help the MGH, but will save you and society money and will help conserve a precious resource.

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relationship between nutrition and cancer prevention. The next two *Dialogues,* scheduled for March, will focus on breast cancer. The free presentations are open to the public.

Two cook it up for nursing party

Nazare Hamilton, Unit Coordinator for the Bigelow 9 ICU, and Pharmacist Carol Bonsignor last month developed a penchant for catering parties. The two provided all of the goodies for the Medical Nursing Service's annual Christmas party. Two hundred MGHers attended the event, including nurses, support staff, physicians, and pharmacists. The affair is usually potluck, but to send the decade out in style, the two served up quiches, hors d'oeuvres, desserts, stuffed shells and even a flambeau. "From soup to nuts, they took care of everything," said Ann Quealy, Head Nurse, Bigelow 9 ICU. Mary Connaughton, RN, is Director of the Medical Nursing Service.

Collaboration

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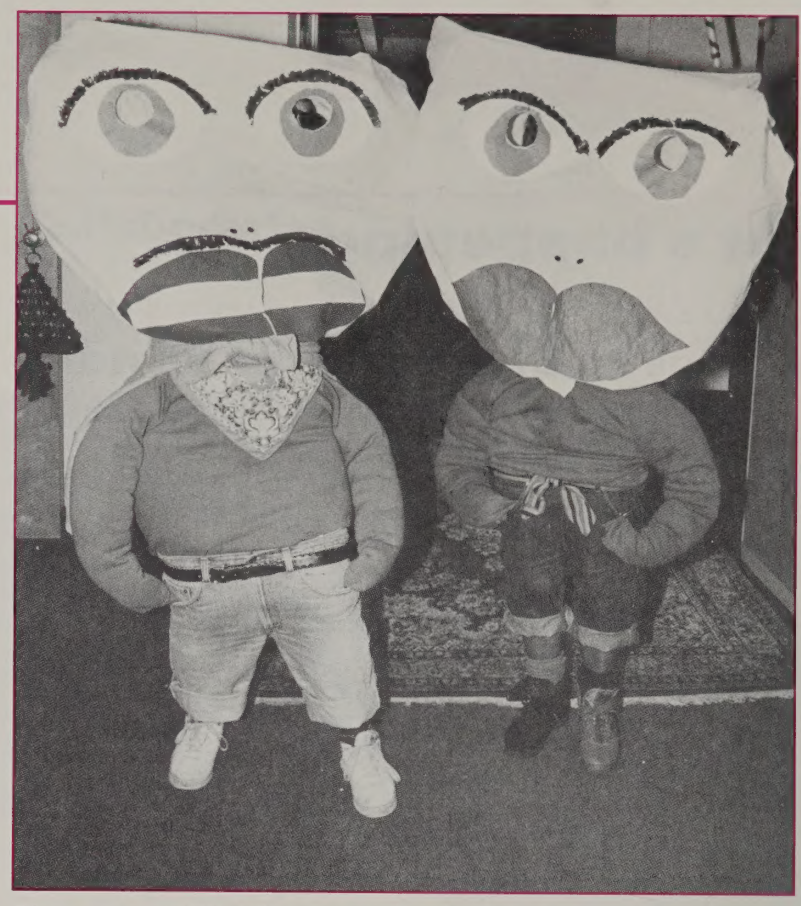
and Pediatric Nursing Services

"Paul Rounbehler [Transport] practices safely in an independent manner. A contribution to excellent patient care, we need more like him." —The Medical Nursing Service, Bigelow 7

"Richard Connolly [Pharmacist], our night Pharmacy partner in caring, will find the answer to any question. He discusses issues and provides information to facilitate the best pharmacological approach in meeting patients' needs." —The Medical Nursing Service, Bigelow 9 ICU

"Stevie Moore [Volunteer] is valued by the staff for her skill, competence, unique personality, and professional training." —The Pediatric Nursing Service, Intermediate Care Unit.



There were Lilliputians partying in Research Affairs last month. Marcia Smith (left), Administrative Coordinator of Grants and Contracts, and Toni Donarumo, Administrative Assistant, donned these comical outfits at the department's Christmas party. Ms. Donarumo's children wore similar outfits at her 25th wedding anniversary, and she decided to borrow the idea. If you are interested in the distorted look, wear your jeans buckled at the knees, your sweat shirt from the waste down, and place a large sack over your torso.

The Need for Blood Never Ends Be a Regular Blood Donor

January is National Volunteer Blood Donor Month. At a time when blood supplies are traditionally low, the Blood Transfusion Service urges employees to donate. Located next to the Gray Lobby, the BTS is open Monday - Thursday, 8:30 am - 7:30 pm; Friday, 8:30 am - 4:30 pm; and Saturday, 8:30 am - 4:00 pm. For more information visit the BTS information booth situated in the WACC Lobby from 8:30 am - 12:30 am on Tuesdays and Thursdays throughout January.

In recognition of the American Cancer Society's Great American Smoke-out, Employee Health encouraged MGHers to breathe easier. Through the "Adopt a Smoker" campaign, MGHers helped coworkers quit for one day. Here Linda Lass-Schumacher of Employee Health shares a comic book with an interested passerby. The Spider Man comic tells kids of the health risks of smoking.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

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MGH HOTLINE

1 February 1990

A publication of the
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Joe McCue on the MGH's financial future

After 39 years with the MGH, Joseph P. McCue still looks to the future. In December he retired as MGH Vice President of Finance but will remain part-time with the hospital as Executive Director of the MGH Biomedical Research Corporation.

In August 1947, Mr. McCue came to the MGH as a Cashier in the Outpatient Department. Some of his subsequent positions included Payroll Clerk, Cost Accountant, Research Accountant, Budget Director, and Director of Fiscal Affairs. "It was one of those Horatio Alger stories," he said. "I started at the bottom and wound up in charge of the finances."

Because Mr. McCue has witnessed much of the hospital's financial past, the Hotline queried him on his view of its fiscal future. The discussion ranged from health care reimbursement and financial management to the prospects of a national health care program. What follows is Mr. McCue's perspective on what the next decade holds. He sees both the problems and the potential.

Q. As this decade ends we have seen the failing health of hospitals, a governmental retreat from funding health care, and private industry weighed down by the difficulties of paying for health care for its employees. Many have pointed to the rising cost of health care as the culprit. What is your prescription for addressing the problem of health care costs?

A. I think the fat is practically all out of the system. We are in a shake-out period. The system will be restructured over the next years. Reimbursement will be more manageable. We will start to be more disciplined in the use of our resources. I think five years from now you will see an entirely different financing mechanism in place.

Q. President Bush's 1991 budget proposes a $9 billion cut in Medicare which would hold the increase in payments below the projected increase in medical costs, reduce payments to teaching hospitals, and limit capital improvement reimbursements. Given what we have already had to face in the 1980s, how will hospitals adapt to further cuts?

A. Financing of health care is under siege from all directions. The federal government is cutting back on Medicare. Massachusetts is cutting Medicaid. All of the insurance companies are leaning heavily on providers to contain costs. I don't see any pot of gold at the end of the rainbow.

I think health care is going through a transition. The result will be fewer providers. We are starting to see the signs of that as hospitals begin to close.

Secondly, the knowledge explosion may be outstripping our ability to pay for it. Scientists are constantly making new discoveries, but to transfer this knowledge from the laboratory into a useful product is an expensive step. I do see more investment in medical research. But that investment somehow will have to be matched with additional funding for the application of the product of the investment. If new discoveries and new technologies

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For 39 years, Joe McCue has witnessed the financial progress of the MGH. The hospital's strengths are its traditions of excellence in patient care, research, and education, he noted in a recent interview. "We should never try to change the nature of this institution," Mr. McCue said. "It is great because of what it was built on."

Tour the Tower

The hospital will offer tours of the new inpatient care structure, which will be named the Ellison Building in honor of a $10-million pledge from the Ellison Foundation of Boston. The seventh floor of the new structure will be open for tours to MGH employees on Wednesday, February 14, from 6:00 am - 8:00 pm, and Thursday, February 15, from 8:00 am - 5:00 pm. Fellow MGH employees have volunteered to act as hosts and guides. Refreshments will be served, and souvenir "I Toured the Tower" buttons will be available for participants. To enter the building, go to the elevator lobby of White 7 and follow the signs.

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"Since You Asked" gets answers and action

MGHers have good ideas. Through the **"Since You Asked"** program, many of those ideas have become realities. Since the program began a year and a half ago, Employee Relations has received more than 100 queries, and many have resulted in changes in MGH policy.

When an employee asked if the Recruitment Office could list pay grades next to each position on the job posting board, Recruitment responded by listing the pay grades.

One employee raised concerns about the difficulty in finding feminine protection supplies in MGH

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Maureen Sonnie (left) and Kay McLaughlin, both of Employee Relations, post the lastest news from "Since You Asked."

A recycling success

MGH employees are known for pitching in. And in the case of recycling, MGHers have pitched tons of waste paper into recycling bins around the hospital. Because of the enthusiastic response to the hospital's recycling efforts, the MGH last year recycled more than 160,000 pounds of waste paper.

As the program progresses, employees must continue their

diligence in keeping contaminants out of the recycling boxes. Contaminants include newspapers, magazines, glossy paper, lunch bags, napkins, labels, file folders, attached cardboard, carbon and other sensitized papers, film or photographs, scotch tape or glue, metal objects or spiral binders, fasteners, books, colored paper, wax paper, other waste like smoking materials or coffee cups, and

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are going to benefit society, there must be a funding base to translate them broadly to the population. I don't have a crystal ball on this, but I think agreements with industrial sponsors are a step in the right direction for finding innovative ways to fund these endeavors.

Q. Some of the changes the Bush administration has proposed for Medicare will give greater reimbursement to rural hospitals as opposed to inner-city teaching hospitals. Given that many rural communities are without accessible health care, how should we set priorities? How can the choices be made?

A. The best answer would be not to have to make the choices. I do not see this as an either/or issue. It is critical to keep rural medical facilities at least at an acceptable level of quality. It is equally critical to keep the teaching hospitals on the cutting edge of technology so they will be able to provide high quality medical education and continue to care for an increasingly sicker inner-city population. I don't know how you make a choice between the two.

Q. Over the 39 years that you have been at the MGH, how has the hospital adapted to similar fiscal pressures? What are the strengths within the MGH culture that will help us adapt to and survive the fiscal challenges of the 1990s?

A. In the past, we were allowed more flexibility in solving our own problems. We were not so stringently regulated. The present federal and state regulations on reimbursement are functioning as a financial strait jacket.

One big advantage that the MGH has is its enormous fund-raising potential. We do fund raising better than almost any other hospital in the country. As well, Dr. Buchanan is extremely sensitive to financial issues. I think our financial management is very strong, very sophisticated. We have better tools and more data to work with. And our Trustees are acutely in tune to the financial environment. Superb leadership is what will get us through.

Q. Will we have national health care this decade, and, if so, what will it look like?

A. There was a time in the early 1970s when I thought national health care was imminent. But when Medicare came on in 1966, the costs were so dramatically underestimated that people were astounded. Medicaid started, and that required another large slice of government money. The government started to retrench, and national health care lost popular favor. But now I start to see more support building for a national health care program.

The reason is that good health care is not reaching all citizens. There are many people who do not have the resources to buy health care insurance. So there is increasing ferment around government's responsibility to address the social needs of the country. That ferment might escalate and make a case for national health care. If we do get a national program, I think the government will pattern it after Medicare.

* * *

When Mr. McCue started his career at the MGH, these questions were not on his mind. He mostly thought about how he would manage to attend school in the evenings to obtain his CPA certification. And like so many others who have been with the MGH family for many years, he had no idea that his tenure would span almost four decades. "You go day by day," he said. "But then you look back and you say 'Wow, it has been 39 years!'"

Those 39 years of experience have given him a broad understanding of the problems the MGH faces in the years to come, but they also have given him a great deal of hope. "The system is shaky," said Mr. McCue. "The hospital is under more stress now because of limited resources. But we have a good foundation, good leadership, and a dedicated staff.

"I have an almost blind faith from having been here for so many years and seen so many ups and downs that the MGH will float to the top. Somehow the good Lord or someone will do the right thing by us, and we will weather the storm."

This photo was taken in the 1970s. The desk spans almost 7 feet, is covered with formica, and nearly surrounds its owner. George Terzides, MGH Special Projects Manager, made the desk for Mr. McCue and says that it weighs more than 300 pounds.

Since You Asked

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bathrooms. Because sanitary supply holders continually broke or were damaged, Environmental Services had stopped supplying them. Bill Banchiere, Director of Environmental Services, had requested that the gift shops stock these supplies. However, because of the employee's question, Mr. Banchiere decided to give the dispensers another chance. All of the machines have now been repaired and are stocked regularly.

A question about signage in the Clinics Building resulted in new signs, and a concern about ventilation in the smoking area of the main cafeteria resulted in an upgraded ventilation system.

When Employee Relations receives questions, they query the appropriate department or administrator. After researching, writing, and editing responses, Employee Rela-

continued on page 4

Recycling

from page 1

non-paper items such as bottles or cans.

Recycling makes sense. It relieves some of the environmental stress caused by the growing quantities of trash we produce. It reduces the need to cut down virgin forests. And it saves money. But to be effective, the program requires responsible participation. Keep pitching in, but remember that what you are pitching will be handled by employees at the MGH and the paper recycling company. And remember also that that paper will be recycled for use by someone else. Keep it free of contaminants and high in quality.

Can the Hotline be recycled?

December 8, 1989
News and Public Affairs Office
MGH Hotline
Bartlett 9

To Whom It May Concern:

I enjoyed your recent article on the hospital's recycling program. I work in Computer Services and attempt to recycle all the paper I use. However, since the Hotline is printed on glossy paper, I don't think it can be recycled with either high quality white paper or low quality computer paper. Am I correct in my assumption that the Hotline cannot be recycled? If I am correct, would you please consider printing the Hotline on either recyclable or recycled paper. Printing the Hotline on recyclable/recycled paper would save the hospital money and be good for the environment. Finally, to quote from the Hotline article "A Recycling Program That Works": "It's time to take sides. Are you part of the problem or part of the solution?" By printing the Hotline on recyclable or recycled paper in the future, you will definitely be part of the solution.

Sincerely yours,
John A. Orechia
Computer Services

January 26, 1990

Dear John:

Thank you for your attention to an issue that impacts our environment as well as the hospital's budget. You are correct in your assumption that the glossy paper the Hotline is printed on cannot be put in the recycling bins with other white non-glossy paper. The purification process requires that certain types of paper be kept together. However this does not mean that the Hotline cannot be recycled. It must simply be recycled separately. We have been doing this for several months with Hotlines that remain in the News Office.

However, in response to your query, we have arranged with Bill Banchiere, Director of Environmental Services, to place special "Hotline Recycling" boxes on the main campus and at MGH East. The location of these boxes will be announced in the next Hotline.

Thank you again for your concern and for your challenge. I certainly intend to be part of the solution.

Sincerely,
Kennetha Bigham
Editor, MGH Hotline

What's happening

MGH restores shuttle service to parking lots

In response to employees' concerns, the MGH has restored a portion of the shuttle service to the North Station and Nashua Street parking lots. The shuttle will depart the hospital's Blossom Street entrance at the Gray Building Lobby about every 15 minutes. The route follows Blossom Street to O'Connell Way, then to Staniford Street, Lomasney Blvd., and finally Nashua Street.

The schedule will change each month as the hours of daylight change, and schedules are available in Materials Management or Transport. For more information, please call Transport at 6-2250.

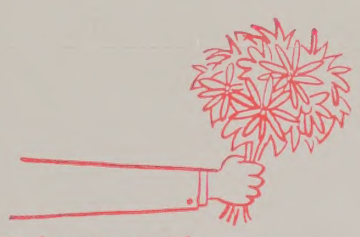
The Warren Library has new ambiance

The Warren Library got an early birthday present, a complete renovation. (Next year the hospital will celebrate the Warren Library's 150th anniversary. It is the oldest hospital library in the country.) The renovations included the installation of a new ventilation and air conditioning system, new lighting, a paint job, and new carpet. Join Librarian Nancy Kessner during your lunch break to relax and read in a much improved environment.

Cutaneous Biology Seminar series

The MGH-Harvard Cutaneous Biology Research Center is starting an ongoing, weekly seminar series. Both MGH and Harvard Medical School scientists as well as guests from other institutions will be invited to speak on topics relevant to the biology of the skin with emphasis on molecular aspects of cutaneous biology. The first seminar will take place on Friday, February 2, at 4:00 pm in the 7th floor conference room of Building 149, Charlestown Navy Yard. The speaker will be Dr. Alejandro Aruffo of the MGH Department of Molecular Biology. Dr. Aruffo's topic will be "Lymphocyte Molecules and Lymphocyte Homing."

Subsequent seminars will take place on Mondays at 4:30 pm in the same location, following a tea at 4:00 pm. The MGH and Harvard communities are invited to attend the seminar series. For more information, call Ellen Davis, 726-3995.



Valentine's Flowers

That romantic holiday is fast approaching, and the MGH Flower Shop is the place to go for a bouquet of love. But remember to place your orders early. Call the Flower Shop at ext. 6-4500.

Physical Therapy offers Modified Aerobics

The MGH Physical Therapy Department is offering a twelve-week exercise program to the public beginning on February 12. The class will meet Monday, Wednesday, and Thursday from 5:30 - 6:30 pm in the Physical Therapy gym located in WACC 129.

Participants must obtain a referral letter from their physician and can choose from three different payment options:

36 classes: $100
24 classes: $75
12 classes: $45

Application forms can be picked up at the Physical Therapy Department in Room 128 on the first floor of the WACC. For more information call Beth Ratcliffe or Marie Rocheteau at ext. 6-2963.

Step together

A "Big Book" meeting has been started for all MGH employees and patients who are participating in any "12-step program." The meeting is held on Thursdays from noon - 1:00 pm in the Gold Room of Phillips House 1. Come for all or part of the time.

Kudos

To Whom It May Concern:

I have been wanting to write your News and Public Affairs Office for some time to let you know how thankful I am to Massachusetts General Hospital and its staff for the wonderful care that I received in September and again in December and January. Above all, I can't say enough for the wonderful doctor I had, Dr. Robert Boyd, who has been my orthopedic surgeon for the last eleven years. Because of him, I can now walk with two artificial knees without any pain or medication. I now feel the best that I have felt in fourteen years.

I just can't say enough about this wonderful surgeon and the staff that works with him in his office and the staff in the operating room. Also, to the wonderful nurses that gave me such wonderful care and who were so compassionate and understanding.

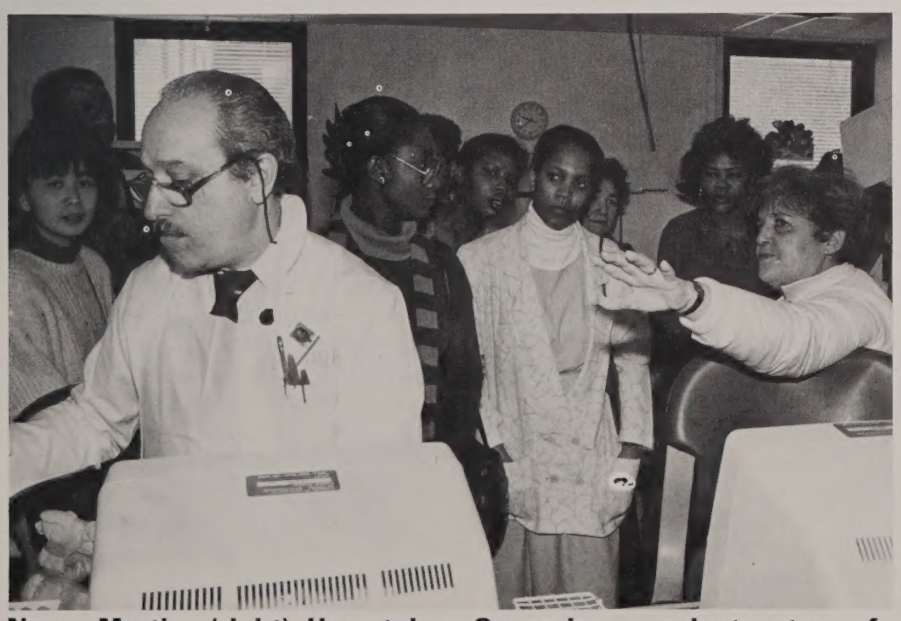
I am now 65 years old and chose neither to retire nor to collect Medicare. I feel so good that I want to be self supporting and help others which my job in the welfare office gives me the opportunity to do.

Sincerely,
Marion J. Hawkinson

continued on page 4

Program brings new initiates to health care

The MGH last year joined other Boston teaching hospitals to start Project Health Care, a pilot project designed to introduce Boston residents to the health care industry. The program provided training in reading and writing skills, English as a Second Language, and job search strategies. "People who successfully complete the program," said Kathy Rice, Assistant Director of Human Resources, "are eligible for jobs at the hospital. We want to get people who are not working in health care to consider it."



Nancy Martino (right), Hematology Supervisor, conducts a tour of the department for participants in Project Health Care. Pictured also is Medical Technologist Vinny Giannusa.

In General

Kathy McKool, RN, MSN, Director of the Cardiovascular Health Center's Quit Smoking Service, is the recipient of the Smoking Cessation Achievement award. Ms. McKool has worked in the area of smoking cessation since 1979. The award is given annually by Lakeside Pharmaceuticals in recognition of outstanding efforts in smoking cessation. Ms. McKool is only the second person in New England to receive this honor.

Drs. Marie Armentano and **David Gastfriend** of the West End Group Practice are the first MGH physicians to pass the certification exam of the American Medical Society on Alcoholism and other Drug Dependencies (AMSAODD). Dr. Armentano, a child psychiatrist, specializes in adolescent substance abuse and also works in the Child Psychiatry Unit. Dr. Gastfriend is Chief of the West End Group Practice, the hospital's alcoholism and drug dependence treatment unit.

AMSAODD is a major international organization for physicians who specialize in addiction medicine. This is the third year that the examination has been offered nationally in an effort to identify physicians with expertise in this field. Five hundred and forty eight physicians across the country were certified. Retesting for recertification is required after 10 years.

Susan Laramee, M.S., R.D., Manager of Nutrition Services for the Vincent-Burnham, Bigelow-White, and Bulfinch buildings, has been named Distinguished Dietitian of the Year in Massachusetts. This singular honor recognizes Ms. Laramee's many contributions to the practice of dietetics.

Ms. Laramee is the newly elected State Representative to the House of Delegates for the American Dietetic Association. She is immediate past President of the Massachusetts Dietetic Association, and former National President of the Pediatrics Practice Group of the American Dietetic Association. Ms. Laramee is also a member of the Publications Committee of the association and a frequent reviewer of articles for publication. She has presented at state and national meetings and published articles on

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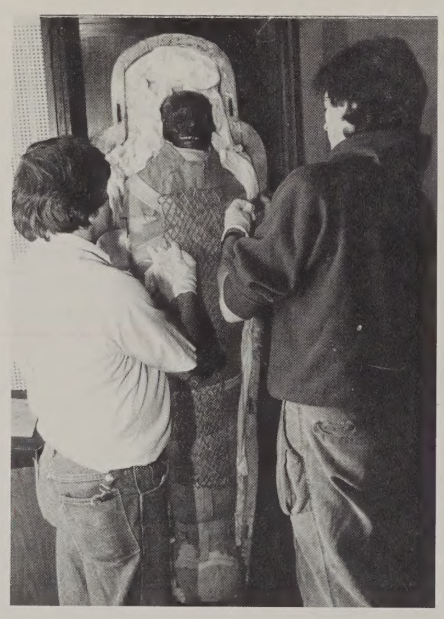
What's happening

from page 3

Debbie Faris (left) of Pharmacy came bearing gifts for MGH children from the Fall River Evening Lioness Club. The club has donated toys and clothing to the Childrens Service for more than a year now. However, they brought a special bounty of stuffed animals, baby outfits, and games for the holidays. "We realized that there were many things these children needed, and we wanted to help," said Ms. Faris. "If it makes the kids happy, it makes the club happy." Pictured with Ms. Faris from left are Britney Moniz, a 3 1/2-year-old-tot from Somerset, MA, and Staff Nurse Cathie Burke.



Padihershef, the MGH's mummy, is finally home from his 18-month trek across the country as part of the Rameses Exhibit. The exhibit started at Boston's Museum of Science and toured Charlotte, NC, and Dallas, TX. Padi is now resting peacefully in the Ether Dome. Here, movers from Fine Arts Express put him to bed.

Since you asked

from page 2

tions posts them around the hospital and at all other MGH facilities.

Maureen Sonnie, Employee Relations Representative, says that employees have responded enthusiastically to the program. "When you go around to post answers on the bulletin boards," she said, "groups of employees often gather to read the latest question and answer. I think they respond to the program because it helps to promote communications between the employees and the administration."

The MGH HOTLINE is published seventeen times per year by the MGH News Office.
William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

In general

from page 3

enteral feeding, pediatric care, and productivity of clinical dietitians, to name a few. She has worked for the Department of Dietetics for 20 years.

Susan Resler, M.S., R.D., Clinical Dietitian, received Honorable Mention for the Marjorie Huddleson Award of the American Dietetic Association. The award is presented annually for the best refereed publication of the year. Ms. Resler's article addressed quality nutrition care for the AIDS patient focusing on the physical as well as emotional needs of patients. The article was one of the first published that focused on the needs of AIDS patients.

Retirements

Best wishes to last year's retirees:

December

Francisco Avila, Building Service, 21 years
Noel DeAngelis, Refrigeration Shop, 33 years
Salvatore Falite, Carpenter Shop, 14 years
Sheila Flynn, Professional Billing, 33 years
Theodora Stewart, Dietetics, 19 years

November

Varnell Clark, Nursing, 22 years
Marjorie Davis, Neurosurgery, 13 years
Margaret Donahue, Nursing, 19 years
Frances Gobbi, Accounting, 9 years
Miriam Gourley, Radiology, 10 years
Odelia Jean Louis, Linen Control, 38 years
Doris Johnson, Admitting, 16 years
Alice Maclead, Nursing, 11 years
Melinda Reppucci, Building Service, 6 years
Conchita Simonetti, Chelsea Health Center, 16 years
Beverly Zellner, Blood Transfusion Service, 21 years

October

Donese Creech, Building Service, 26 years
Carlo Cuccia, Parking and Commuter Services, 15 years
Florence Furlong, Nursing, 16 years
Magliore Jean Pierre, Environmental Services, 18 years
Millie Liotta, Treadwell Library, 10 years
Albert Pesiri, Buildings and Grounds, 19 years

September

Henry Sikkema, Social Service, 26 years
Mary Weisenmiller, Credit and Collections, 15 years

August

Thaseata Philips, Nursing, 26 years
Jonathan Maghakian, Clinical Administration, 20 years
Riginalda Cartolano, Building Service, 19 years
Joseph O'Garro, Dietetics, 14 years

July

Wilma French, Cortical Function, 35 years
Jean Buchanan, Pathology, 33 years
Muriel Rosenblum, Pathology, 29 years
Lloyd Stanley, Nursing, 23 years
Mary Cicerone, Accounting, 19 years
Sylvia Vales, Building Service, 17 years
George Williams, Environmental Service, 16 years
Joseph Spinale, Environmental Service, 12 years

The Patient Accounts Department hosted a retirement party for Mary Weisenmiller (center). Pictured with Ms. Weisenmiller are Donald Heffernan, Assistant Director of Patient Accounts, and Charlene Mills, Ms. Weisenmiller's friend and former colleague.

1 February 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

Capital Campaign exceeds its mark Tower to be named the Ellison Building

The capital campaign has surpassed its $169 million goal. A $10-million pledge from the Ellison Foundation of Boston has vaulted the eight-year fund to the $175.4 million mark, apparently the largest ever raised by an American hospital. The fund is supporting a number of projects including construction of a two-building complex that will transform the MGH's facilities into New England's most advanced health-care setting.

The keystone of the projects is the construction of a 24-story structure, which will be named the Ellison Building in recognition of the family and Foundation support. "We are excited that a gift of this magnitude has turned the campaign into a resounding and heartening success," said Dr. J. Robert Buchanan, MGH General Director. "The timing could not have been better."

The Ellison Foundation was founded by the late Eben Ellison, owner of the Proctor Ellison Co., once a major manufacturer of shoe soles. Mr. Ellison's late children, William Ellison and Mrs. Harriet Ellison Rogers, supported the hospital for nearly 40 years. In addition to the Foundation pledge, the family has given more than $1 million to the campaign.

More than 2,000 individuals, corporations, and foundations contributed to the campaign, with gifts coming from as far as Asia and Europe. "The drive demonstrated the loyalty of those served by the MGH," said W. Nicholas Thorndike, Chairman of the Board of Trustees. "Seventy-five percent of the contributions came from past patients and other individuals." The balance came from corporations and foundations.

MGH employees, including physicians, gave nearly $5 million. The MGH Employee Capital Fund Drive, which was completed in 1986, included such activities as an International Fair, a 10-mile Walk for Health, and a direct fund appeal which netted more than a thousand contributions from employees. The health centers got into the spirit of fund raising as well. The Revere Health Associates hosted a gourmet dinner, Chelsea Health Center held an Italian Festival, and the Bunker Hill Health Center hosted a picnic and car wash. As well, the employee fund drive committee published a cookbook which was well received. "It was just an incredible cross section of the entire hospital community that was involved in this campaign," said Maeve Blackman, former Director of Special Services for the MGH. "It was an extraordinary effort on the part of all MGH employees."

At a victory dinner for major donors last week, Dr. Buchanan underscored the important tradition of philanthropic support for the MGH through the years when he said that the overwhelming proportion of all gifts are motivated by individuals who are grateful for the care provided here.

Dr. Buchanan said that throughout the hospital's history its physicians have been acknowledged "as the best in their fields. They have taught the best of each succeeding generation, made landmark strides in research, and given their all to the unending stream of patients seeking relief from pain and suffering." In return, he noted, "a legion of grateful patients" has come forth to give the hospital the support needed to continue its work.

Far and away the biggest fund-raising effort in the hospital's 178-year history, the drive began in 1981 amid predictions from experts that the goal was unattainable. "There were some days when we wondered ourselves," said Mrs. Jane Claflin, Co-Chairman of the drive with Thomas W. Stephenson. "Then some friend of the hospital would make a major contribution and lift our spirits once again."

The capital campaign is supplying funds for replacement or modernization of nearly all of the MGH's patient-care complex, construction of new research laboratories, and scholarships and faculty support for the MGH Institute of Health Professions, which offers master's degrees in nursing, physical therapy, and dietetics.

The $85-million Ellison Building is scheduled to be fully occupied by Labor Day. A second, 16-story inpatient building is to be completed in 1994. When the two buildings are in use, the hospital will have fewer beds (977) than now (1081) but will have replaced its outdated build-

continued on back

ings.

"The buildings represent a major investment by the public in the patient care future of the MGH," Dr. Buchanan said. "Eliminating those outmoded, cramped, inpatient rooms is critical."

Another major part of the building program was construction of the Wang Ambulatory Care Center, opened in 1982 and now serving more than 490,000 outpatient visits per year as well as 8,300 day surgery procedures. The Center was named in recognition of a $4-million contribution given by Dr. An Wang and his family to complete the brick structure.

Patient rooms on 11 floors of the hospital's current complex have also been renovated or newly constructed. A new Cardiac Catheterization Laboratory was built with a $6-million gift from James Knight, Chairman Emeritus of the Knight-Ridder newspaper enterprise, who along with the Knight Foundation provided additional support totalling $3.2 million for surgical patient care and research facilities.

Other campaign-funded projects will include expansion and updating of the MGH Emergency Center and the addition of a linear accelerator-equipped intraoperative radiation unit where doctors will surgically expose cancerous growths for direct treatment by X-ray beams. The Wellman Research Building, now in operation, was the gift of Arthur O. and Gullan M. Wellman.

The $175.4 million raised by the capital campaign must be applied to the rebuilding program and the Institute of Health Professions endowment. The $6 million raised over the goal will be applied toward inflation and the cost of updating technology since the campaign began in 1981.

Heading a list of more than 300 corporate contributors were the Bank of Boston, Bank of New England, Boston Edison, Cabot Corp., Digital Equipment Corp., Gillette, the Henley Group, Liberty Mutual Insurance Co., Northeast Petroleum, Polaroid, and Raytheon. A total $15 million was provided by the corporate community.

Tour the Tower

The hospital will offer tours of the new inpatient care structure, which will be named the Ellison Building in honor of a $10-million pledge from the Ellison Foundation of Boston (see page one story). The seventh floor of the new structure will be open for tours to MGH employees on Wednesday, February 14, from 6:00 am - 8:00 pm, and Thursday, February 15, from 8:00 am - 5:00 pm. Fellow MGH employees have volunteered to act as hosts and guides. Refreshments will be served, and souvenir "I Toured the Tower" buttons will be available for participants. To enter the building, go to the elevator lobby of White 7 and follow the signs.

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A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 2206

The Department of Dietetics last month celebrated its most recent Black Achiever. From left are Helen Doherty, Director of the department; Marguerite Santos, Food Services Supervisor and Black Achiever in 1986; Geraldine Wright, one of this year's Black Achievers; Martha Lynch, Manager of the Food and Nutrition Services in Baker/Phillips House; and Jeff Davis, Assistant General Director/Support Services.

MGH sites Black Achievers

Three MGH employees have been honored with this year's Black Achievers Award. Luc Dumornay of Environmental Services, Ralph Ward of Police and Security, and Geraldine Wright of the Department of Dietetics joined the ranks of more than 1,000 African Americans who have been recognized for their achievements since the award began 15 years ago.

The Black Achievers were honored in January at an awards banquet held at the Marriott Hotel at Copley Place. More than 1,200 family members, friends, and colleagues of the awardees as well as community leaders attended. Pam Moore, Co-Anchor of Eyewitness News, The Noon Edition; and Elliott Francis, Host/Reporter for WGBH's "Say Brother," acted as masters of ceremony.

The Black Achievers, a program of the Greater Boston YMCA, provides an opportunity for Boston employers to recognize the accomplishments of African American men and women. And through the YMCA's linkage program, Black Achievers commit themselves to 40 hours of community service work with minority youth.

No three are better equipped to act as role models than the MGH achievers. Geraldine Wright, Food Service Operations Supervisor in the Department of Dietetics, has worked in that department for 28 years. She works with two supervisors and four group leaders in the Baker Building and the Phillips House to coordinate the activities of more than 80 employees.

"Geraldine is a wonderful leader," said Helen Doherty, Director of the Department of Dietetics. "She is excellent with people, bright, and she is very service oriented. I can't find words to describe how concerned she is about patients."

Ms. Wright credits her relationship with her mother and her strong Christian background as the most positive influences in her life. "Coming from a Christian background has helped me to be patient with people and to encourage them," she said. "And my mother is a very kind and patient person."

Ms. Wright feels that it is important to encourage young people. "I would tell them to set goals and strive hard to accomplish their goals," she said. "Never give up."

This MGH Black Achiever is an appropriate role model for Boston's youth. She has raised three children of her own and has two grandchildren. One of her daughters is an accountant, and the other works in a medical research lab. Her son is a legal assistant for the U.S. Army and is now stationed in Panama. Commenting that she had just sent a care package of cookies to lift his spirits, she said "I am very proud of my children. I am a lucky parent because they have gotten an education. I can't say how much I appreciate them."

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Dr. Newbower to head Research Affairs

"As a science matures and you understand your topic better, you can get more and more elegant in your solutions," said Ronald S. Newbower, Ph.D.. As the new Associate General Director for Research and Technology Affairs and successor to Dr. Ronald W. Lamont-Havers, Dr. Newbower will lead the hospital's efforts to grapple with unprecedented, dramatic growth in MGH biomedical research.

Since its founding, the MGH has been a leader in medical research. It was here that such innovations as the practical freezing of blood, and the diagnosis and treatment of a common thyroid disease were developed.

The largest recipient of biomedical research funding in the Boston area, the MGH has also established itself as a leader in crafting industrial relationships which maintain scientific integrity, provide needed funding for basic and applied research, and encourage the transfer of useful technology to the wider world of health care.

It has signed agreements with Shiseido Company, Limited, Hoechst AG, and Bristol-Myers Squibb increasing its annual research budget to more than $100 million. Also, with the completion of the Lawrence E. Martin Laboratories at the Charlestown Navy Yard, the hospital has more than doubled the research space it took 179 years to accumulate. The MGH now enters an era of increased commitment to bringing the fruits of investigation to the needs of patients.

Providing leadership at a time of expansive growth will be a challenge. "The MGH has a long tradition of fine research administration," said Dr. Newbower who is also the hospital's Vice President for Research and Technology. "Dr. Lamont-Havers and Dr. Ralph Meader before him were superb leaders. Those are big shoes to fill."

Dr. Lamont-Havers, once Acting Director of the National Institutes of Health (NIH), has led the MGH's Division of Research Affairs for the last 14 years. He has now been appointed Deputy Director of the MGH-Harvard Cutaneous Biology Research Center (the center funded by the Shiseido grant). His successor, Dr. Newbower, brings to the task of leadership a wealth of knowledge, the experience of a productive career in academic research, and a long association with the MGH.

Dr. Newbower came to the MGH in 1971 with a Ph.D. and Masters Degree from Harvard and a

continued on page 2

Dr. Ronald S. Newbower, the new Director of Research Affairs, will help lead the MGH into a new decade of research administration.

Nutrition tops the menu at the Bank of Boston

Go ahead! Eat it! At the Bank of Boston restaurants, that directive would apply only to foods that are moderate in calories, low in fat, sodium, and cholesterol, and high in fiber. Thanks to the Nutralert program, designed by the MGH Nutrition Service, the bank's employees now have help making healthier eating choices.

Nutralert is a nutrition awareness program implemented at the bank's restaurants last year. It features a color-coded menu board, educational materials, a daily Nutralert special (a hot meal less than 500 calories), and menu sheets that include calorie counts for almost all of the selections. "The goal of the program is to educate bank employees about the components of a healthier diet and make it easier for them to eat healthier foods while at work," said Helen Doherty, RD, Director of the Department of Dietetics.

MGH dietitians provided a detailed analysis of the more than 500 different items on the menu. They then scripted a menu which included the bank's usual selections as well as the healthy Nutralert specials. Nutralert specials include such things as light and lemony chicken, the Thai pocket sandwich, broccoli-chicken stir fry, and linguini with clam sauce. MGH

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MGH HOTLINE

Newbower

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Bachelor's Degree in Physics from M.I.T. He led a research group in the Department of Anaesthesia for many years, conducting innovative biomedical engineering activities ranging from pulmonary physiology studies, to anesthesia machine development.

In 1981 he led the re-organization of the MGH Department of Biomedical Engineering and directed it until 1986 as it developed increased ties with the Harvard-MIT biomedical engineering community. In 1987 he was appointed Director of Technology Development for the MGH and became a member of several of the senior management committees of the hospital.

Dr. Newbower believes that the group process is important in moving an organization forward, and he is often credited by colleagues with an easy-going management style that encourages employee input and teamwork. "It is very important to build an organization of people who are good at what they do, work well with each other, and can inventively solve problems that arise," said Dr. Newbower.

As Director of Research Affairs, Dr. Newbower will facilitate the activities that support the hospital's research efforts. His top priority is dealing with the issues created by the rapid growth in research at the MGH, but also important is continuing to encourage productive relationships with industrial sponsors.

The MGH has a history of pioneering landmark agreements with industry. Though these agreements are not designed to develop specific products, they provide the basic and applied research that may lead to techniques or products that can help patients. The Shiseido pact will over the course of 10 years bring 85 million research dollars into the MGH and establish a major center devoted to the study of the skin; the largest human organ. The MGH-Harvard Cutaneous Biology Research Center was developed and will be directed by Dr. John A. Parrish, Chief of Dermatology at the MGH.

The hospital in 1981 entered into an agreement with Hoechst AG of Germany which funded the establishment of the Department of Molecular Biology under Dr. Howard Goodman. And in December 1989 the hospital signed a $29.7 million pact with Bristol-Myers Squibb to establish the MGH Cardiovascular Research Center which will soon begin activities in the Charlestown laboratories.

Growth in federal sponsorship of research has flattened out. In the 1960s the NIH's budget increased at a 20 percent annual growth rate. The NIH's budget now grows at a level even with inflation which means that funding is not truly increasing though competition for funding continues to rise dramatically. Industrial sponsorship is an option for investigators who can no longer depend solely on the federal government. It sometimes offers longer term grants and therefore more security.

Critics have raised concerns about the hospital's ability to maintain scientific integrity in the face of possible pressure from industry to develop products. Some of the same concerns were voiced when some 40 years ago the MGH began aggressively to seek federal funding.

"The MGH has been dogged about sticking to its principles when it accepts industrial funds," said Dr. Newbower. "The hospital has encouraged the transfer of good ideas to industry for nearly two decades, and it has been one of the pioneers in developing effective industrial-support agreements that preserve academic freedom. The agreements the MGH has forged have all been geared toward basic research rather than development of products. I think they have stood the test of time."

Dr. Newbower says that we are still in the adolescence of the lifecycle of biomedical science. He reviews the example of what happened with polio in the 1950s. "The initial response to polio was the lifesaving technology of the iron lung," he said. "But it was expen-

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Segre and Guthrie take on expanded roles

Two key appointments in the Division of Research Affairs will help the MGH move into the next decade of research administration.

Dr. Gino Segre, an MGH researcher and clinician in endocrinology since 1970, will become the new Deputy Director of Research Affairs. A graduate of Princeton University and Cornell Medical College, Dr. Segre has chaired several key research committees in the hospital.

Marvin Guthrie, ESQ., has been appointed Associate Vice President for Research and Technology Affairs under Dr. Newbower. This office negotiates agreements with industry and pursues patent protection on MGH inventions. Mr. Guthrie, who will retain his present title of Director of the Office of Technology Affairs, will continue to focus on developing and supporting large funding agreements with industrial sponsors.

In General

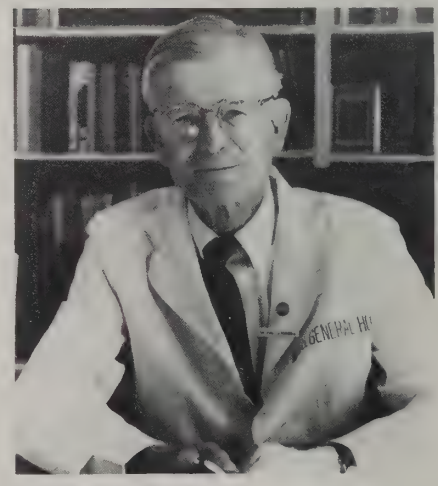
Patricia O'B. Rowell, Director of Volunteer and Interpreter Services at the MGH, has been elected to the 1990 Board of Directors of the American Society of Directors of Volunteer Services. Ms. Rowell will serve as Chairman of the Committee on Publications.

Patricia Rowell, Director of Volunteer and Interpreter Services.

Dr. Stephen M. Krane, Chief of the Arthritis Unit at the MGH, is the recipient of the William F. Neuman Award of the American Society for Bone and Mineral Research. Also the Faculty of Medicine of the University of Geneva, Switzerland, has conferred upon Dr. Krane the degree of "Doctor of Medicine, Honoris Causa." He is the first holder of the Persis, Cyrus and Marlow B. Harrison Professorship of Medicine at Harvard Medical School (HMS) and Master of the HMS Walter B. Cannon Society.

Dr. Steven M. Reppert, MGH pediatrician and Associate Professor of Pediatrics at Harvard Medical School, is the recipient of the 1989 E. Mead Johnson Award for Research in Pediatrics. The award recognizes outstanding research in pediatrics by an American physician. Dr. Reppert was recognized for his work on the developmental aspects of circadian rhythms.

A new chair in surgical research has been established at Harvard Medical School to honor **Dr. Paul S. Russell**, an MGH surgeon who was until recently Chief of the Transplantation Unit. The Paul S. Russell/Warner-Lambert Professorship was endowed by the Warner-Lambert Company of New Jersey "to honor Dr. Russell (who is also John Homans Professor of Surgery at Harvard Medical School) and to express appreciation for his many contributions to the field of surgery and in particular, to the field of transplant surgery." The first holder of the new professorship will be based at the MGH. **Dr. A. Benedict Cosimi** succeeded Dr. Russell in January as Chief of the MGH Transplantation Unit. Dr. Cosimi is Professor of Surgery at Harvard Medical School.



Dr. Paul S. Russell

Several Members of the MGH **Speech-Language Pathology Department** recently participated in

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Nutralert

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dietitians also suggested more low calorie dressings, more fresh fruit, and nonfat frozen yogurt.

The menu board advises employees of the selections for the day. Each selection is color-coded with either a red, green, or yellow dot. Green means "Go ahead" and indicates foods that consist of complex carbohydrates, are low in fat, sodium, and cholesterol, or high in fiber. The yellow dot items are marked "Caution on Calories," and red dot items say "Stop and Think—fat and cholesterol."

Red dot items such as macaroni and cheese remain on the menu because rather than mandating healthy eating, the program seeks to give employees the information they need to make better choices.

However, sales of high fat items have decreased since the Nutralert program began. "Our fried foods have tended to fall off," said Dan Hall, Food Service Director at the Bank of Boston, "while chicken has taken over the menu." He says that even he is eating less red meat.

The Bank of Boston runs employee restaurants at its facilities on Federal Street and at Columbia Park. Jointly, the restaurants serve more than 6,000 employees each day. Mr. Hall says that employee response to the program has been overwhelming positive. One employee called the program "the best thing that ever happened to the food service." And an employee acceptance study conducted by the bank showed that 93 percent of the respondents rated the program very good or excellent.

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Black achievers

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Luc Dumornay has one prevailing weakness. He works too hard. "Even when I am at home," he said, "I think about work, about my goals, and what I will have to do to achieve them." Achievement is always in the forefront of his mind, and he has applied considerable resourcefulness, intelligence, and hard work to doing just that at the MGH.

Mr. Dumornay set his sights early on. He came to the U.S. from Haiti 13 years ago but was initially hampered by an English barrier. He studied English as a Second Language during the first year and now speaks three languages. Mr. Dumornay subsequently attended the University of Massachusetts and Roxbury Community College where he earned an Associate's Degree in Management.

He started at the MGH as a floor cleaner. But as he said, "When I started working here, I pictured myself growing up with the organization." Mr. Dumornay felt the best way to achieve his goal was to identify role models and mentors within the Environmental Services Department. "I would try to do what the best employees did. And one of my supervisors was very good to me," he said. "I tried to observe him, and I asked him questions. Finally I went to him and asked him what I would have to do to become a supervisor."

His supervisor, Jim Correale, appreciated Mr. Dumornay's initiative. He not only told Mr. Dumornay what he needed to do, but agreed to help him as well.

Richard Turgeon, Assistant Director of Environmental Services, said "Luc's strengths are his leadership, his knowledge, his listening abilities and communications skills. He delegates well and is good at motivating his employees." In fact, Mr. Dumornay is known for getting things done, and he accomplishes this by developing rapport with the employees he supervises. "I talk to the employees and let them know that I am no better than they are, and they are no better than me. We just have different titles," he said.

Mr. Dumornay has an important message for the youth he will work with through the YMCA's linkage program. "There is nothing they want to do that they cannot do. Once they set their goals, they can achieve. Once they put their minds to what they want to do, they can do it."

What Mr. Dumornay has put his mind to is continuing to achieve at the MGH. "I am very committed to what I am doing," he commented. Then laughing he said, "I want to make the MGH not only the cleanest place in New England but the cleanest place in the entire world."

***

Luc Dumornay of Environmental Services makes achieving a first priority.

Ralph Ward is credited with being the only person selected from the "ranks" and promoted to a management position within the Department of Police and Security. As Evening Shift Manager, he supervised 18 employees in the department. "Ralph is intelligent, ambitious, objective, and is not easily rattled," said Joe Gately, Director of Police and Security. "He treats everyone equally, and he is a reliable guy."

Mr. Ward began his career at the MGH in 1970 as a Building Services Aid. In 1978 he came to the Department of Police and Security as a Security Officer. While at the MGH, he earned his B.A. degree in Psychology at Tufts University and recently received a

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New center will orient MGHers to Ellison Building

Early next month the hospital will open an orientation center to acquaint employees with new systems and equipment in the Ellison Building. The orientation center will be situated in the Environmental Services Training Room in the White Building Basement and will be open at intervals during all shifts and on weekends.

Trainers representing many MGH departments will conduct demonstrations of equipment and provide lectures, video presentations, and written materials. Some of the systems and equipment to be discussed are a new nurse call system, the pneumatic tube system, the new patient bed, fire alarms, and life-safety systems. As well, employees will be introduced to floor plans that show unit configuration and traffic patterns.

Employees will be invited to use the center on a sequence based upon their move-in dates. On-site orientation will occur once employees occupy the Ellison Building.

Black History: How much do you know?

The list of African Americans who have shaped the history of this country is long. Black History Month is an opportunity to remember our forefathers and foremothers who have been outstanding examples of achievement by African Americans. There were many who contributed. Do you know who they are? (Answers on page 4.)

1. For three years he worked in the Pathology Laboratory of the MGH. He was educated at Harvard College and Harvard Medical School and later became the first African American to teach at the medical school. Born in 1883, he is best known for his work on venereal diseases, including development of a test to detect syphilis. Who is this Black achiever?

2. Which of these familiar products were invented by African Americans? A. the fire extinguisher B. the fire escape ladder C. the lawn sprinkler D. the horseshoe E. the luggage carrier F. the pencil sharpener G. the traffic light H. all of the above?

3. He is called the "Father of Blood Plasma Banks." In 1940 he started the Blood for Britain Project to store plasma for transfusions on the battlefield. He served as Director of the American Red Cross Blood Bank, was Chief Surgeon of Freedmen's Hospital in Washington, DC, and Assistant Director of Blood Procurement for the National Research Council. He is known for disputing any scientific claim of blood differences based on race. At the age of 46, he was killed in an auto accident. Because of segregation, he was denied admission to the hospital that had the blood plasma needed to save his life. He was?

4. He is called the "Father of Negro History." An historian, educator, publisher, and author, he helped to form in 1915 the Association for the Study of Negro Life and History. But he is perhaps best known for initiating in 1926 Negro History Week which later became Black History Month. He was?

5. She was a self-made millionairess. Born Sara Breedlove in 1867,

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What's happening

As many in this country begin to entertain the notion of a national health care program similar to Great Britain's, the English are moving in the exact opposite direction. They are considering a private health care delivery system similar to what we have in this country.

To facilitate the sharing of ideas, the MGH has long had an exchange program with Liverpool Hospital in Boston's sister city of Boston, England. Physicians at that institution have served at the MGH, and MGH clinicians have worked at Liverpool. Recently, the exchange was broadened to include hospital administrators.

In appreciation of MGH support of these efforts, our English counterparts, who were here for a week-long visit, presented the MGH with a gift. From left are Dr. J. Robert Buchanan, MGH General Director; Pat Sykes, Assistant General Manager, Acute Services, Pilgrim Hospital; Martin Gibson, Unit General Manager, Grantham Hospital; and Mike Froggatt, Director of Administration and Planning, at the district headquarters in Sleaford, England.

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Newbower
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sive; it was cumbersome; it was an awful experience. As a 'half-way' technology, it got people through the crisis of respiratory failure. But it clearly wasn't as elegant as the vaccines that immunize people against polio." Once you find that "magic bullet," said Dr. Newbower, the products of research become cost effective as well as helpful.

Elegant solutions are right around the corner. With breakthroughs in genetic and protein research, we are getting closer to understanding the molecular basis of disease.

The last ten years have seen the discovery at the MGH of genetic markers for Huntingtons Disease, familial Alzheimers, neurofibromatosis ("Elephant Man's Disease,") and for a rare form of inherited cancer. Scientists have developed drugs like TPA to treat heart attack and pioneered the use of monoclonal antibodies in the diagnosis of cancer.

As one of the world's great clinical and research centers, it is clear the MGH will continue to be at the forefront of such breakthroughs. Why? Because it has created an environment that fosters elegant solutions and nurtured the leadership to help guide their course.

Nutralert
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"The bank is committed to providing employees with the opportunity to make healthy choices," said Mr. Hall. "It is encouraging that two organizations like the Bank of Boston and the MGH can work together to come up with a quality program that meets the desired objectives and is appealing."

In addition to the menu boards, the calorie count sheets, and educational programs such as cooking demonstrations, MGH dietitians have also designed informational materials on nutrition. One brochure advises the reader to eat moderate portions. It emphasizes changing eating habits rather than going on a diet. "Almost any diet is simply a temporary (and often unpleasant) eating pattern," it reads. "Dieting does not teach you how to make reasonable, permanent changes in your eating habits. Don't diet—eat right!"

"Our philosophy is driven by the dietary guidelines," said Ms. Doherty. "We try to increase the ease of a person eating a diet that is moderate in calories and low in fat and cholesterol. We individualize our approach according to the type of organization we are working with, but the philosophy is always to make it easier for people to eat foods that are healthy and delicious."

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

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MGH offers support group for those challenged by cancer

"Young Adults Living With Cancer," a support group for cancer patients and their significant others, will begin on February 28. The purpose of this group is to provide mutual support, improve communication skills, deal with feelings, and get on with living. The group will be held consecutive Wednesday evenings from 4:30 pm - 6:00 pm. Please call Pamela Narrett, LICSW at 726-8674, or Katie Dobbin, MSW, at 726-2618 for more information or to register.

Black achievers
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Law degree from Suffolk University. During that time, Mr. Ward took many additional courses toward his professional development. And at the MGH, he taught employees self defense as well as CPR. "We nominated Ralph for the Black Achievers Award because he's been outstanding within this department," said Mr. Gately. Mr. Ward has recently accepted a position with the Los Angeles Police Department.

In general
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the American Speech-Language Hearing Association Convention in St. Louis. **Julie Atwood**, M.Ed., CCC-SP, Director of Speech-Language Pathology, was a presenter of the Educational Standards Board Mini-Seminar for Program Directors and Site Visitors. She chaired two mini-seminars entitled "The National Speech and Hearing Survey: 20 Years Later" and "The Coexistence of Communication Disorders in School-Aged Subjects." **Brian Goldstein**, MA, CCC-SP, presented his paper, "Early Language Acquisition of Language Impaired Spanish Speaking Children," reflecting results of a study carried out in the Chelsea Memorial Health Center Speech Pathology Unit. **Jill M. Curatolo**, MA, CCC-SP, coauthored the paper with Mr. Goldstein.

Last month the Chaplain's Department, directed by Rev. Dr. Phil King (seated), hosted a seminar on parish nursing. Over 90 participants attended the seminar which addressed ways to improve access to health care. A parish nurse is a specially trained registered nurse who provides holistic health care and promotes health education. Ann Solari-Twadell, of the National Parish Nurse Resource Center, was the featured speaker.

Black history
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she was a washerwoman until she developed hair-care products for Black women. She once said, "I am a woman who came from the cotton fields of the South. I was promoted from there to the washtub. Then I was promoted to the cook kitchen, and from there I promoted myself into the business of manufacturing hair goods and preparations." Her band of saleswomen sold her hair care products in the United States, Central America, and the Caribbean. Who was this entrepreneur?

6. He was born in Chelsea, MA, in 1848. As an engineer for the Edison Company, he supervised installation of the lighting systems of Philadelphia, New York, Montreal, and London. In 1881 he invented an incandescent light bulb with a carbon filament. He was?

7. This Black surgeon performed the world's first successful open heart surgery without anesthesia. He founded the Provident Hospital in Chicago in 1891, the first American hospital operated by African Americans. He was a founder of the National Medical Association. And in 1913 he became the first African American Fellow of the American College of Surgeons. He was?

8. Mary E. Mahoney was in 1879 the first Black nurse to graduate from a professional nursing school. In 1945, Phyllis Mae Dailey became the first Black nurse sworn into the Navy Nurse Corps. But who was the first Black nurse enrolled in the American Red Cross? She also organized the first nursing school for African Americans. She was?

9. At the age of 30, she became the first female African American neurosurgeon in the United States. Born in Lansing, Michigan, she is Clinical Associate Professor at Wayne State University. She is?

10. This African American is the developer of synthetic cortisone. He perfected a method of manufacturing sex hormones from an extract of soybean oil. He isolated soya protein as the basis of Aero-Foam, the chemical used in fire extinguishers. In 1954, he founded plants in Chicago, Mexico City, and Guatemala for the development of synthetic cortisone. He later sold the Chicago plant to Smith, Kline & French and the Guatemala plant to Upjohn Company. This African American chemist was?

11. A mathematician, scientist, astronomer, and surveyor, he helped lay out Washington, DC, accurately predicted an eclipse in 1789, computed the cycle of the 17-year locust, was the first African American to write a scientific book, and manufactured one of the first clocks made in the United States. He was?

12. At the age of 35, Martin Luther King, Jr., was the youngest man ever to win the Nobel Prize. But who was the first African American to receive the Nobel Peace Prize. In 1968 this man became Undersecretary General and the highest ranked American at the UN. As a result of his efforts to forge an Arab/Israeli peace agreement, he was awarded the Nobel Peace Prize in 1950. He was?

Answers: 1. Dr. William Augustus Hinton. 2. H. all of the above. 3. Dr. Charles Richard Drew 4. Carter G. Woodson. 5. Madame C.J. Walker. 6. Lewis H. Latimer. 7. Dr. Daniel Hale Williams. 8. Francis Elliott. 9. Dr. Alexa Canady. 10. Percy L. Julian. 11. Benjamin Banneker. 12. Ralph Johnson Bunche.

MGH HOTLINE

22 March 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 2206

Entering the 1990s with a new patient care information system

As medical care becomes more sophisticated and the wealth of patient information explodes, managing care from a paper-based medical record becomes increasingly difficult.

In search of relief, the MGH is developing a computerized system that will place terminals everywhere patient care is given and process many kinds of patient information that were previously handled manually.

The project is a five-year development effort between the MGH and Knowledge Data Systems, Inc., a company offering computerized health care-related systems. The new program, called the MGH Patient Care System (PCS), will make it easier for authorized health care providers and other professionals to quickly and easily access a variety of information on patients, such as test results and insurance data. The system will unify the registration process to improve accuracy and reduce the inconvenience of repeating the collection of registration data. It will allow the easy compilation of data for both patient care and for special purposes such as quality review. It will reduce the amount of time care providers spend wading through volumes of a patient's paper record to find needed information. And it will allow more than one person at a time to retrieve data from a record, thus alleviating the need for a nurse or doctor to wait for access to a record while another care provider uses it.

"It will for the first time provide, on an institution-wide basis, access to patient data on-line," said Dr. Edward Heller, Vice President for Information Resources. "This will launch the MGH into an era of more comprehensive access to patient data and over time will reduce the dependency on the paper medical record."

As with the paper record, the computerized system uses a unique number (the medical record number) for each individual. The first phase of the system, called Master Patient Index (MPI), tracks the assignment and usage of medical record numbers and maintains the list of numbers as well as associated patient information. MPI has been in operation since October.

Soon, the ability to register ambulatory patients and issue new "blue cards," register and track Emergency Department patients, and register inpatient admissions will be added to the system. At that point the MGH will, for the first time, have all registration functions on one system.

The MGH PCS project group has started working with physicians and nurses to establish a diagnostic results database to make available, in every clinical setting, results from virtually all computerized laboratories and ancillaries. By July 1990, results will be captured from the hospital's chemistry, hematology,

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The Big Thaw

The MGH ends the wage freeze

It's spring, and the wage freeze has melted.

The freeze was instituted in October because of a $12 million deficit facing the MGH at the end of fiscal year 1989. To address the shortfall, the MGH administration chose to delay wage increases rather than reduce staff. As Dr. Buchanan said when he announced the wage freeze last year, the hospital's fiscal survival depended partially on our ability to respond to the reimbursement environment by increasing admissions and decreasing lengths of stay.

Because MGH employees have been so successful in achieving these goals, and because of cost savings realized through the freeze, the MGH emergency wage action lasted only three months. A compensation plan that marks the ending of the freeze and readjusts MGH pay ranges so that they will remain competitive in the job market, went into effect on March 4. Individual employee increases of 5% will become effective three months after each employee's wage effective date.

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Do administrators really work? Yes—and sometimes in ways you wouldn't imagine

"There are no easy jobs here," said Jeff Davis, Assistant General Director in charge of support services. And he knows. Because for ten weeks this winter, he donned the gloves, hats, and other accouterments of the line workers in support services.

Mr. Davis' quest was to more fully understand the jobs in support services and to demonstrate how much he values employees' contributions. "If I can directly understand the work that the people in my departments do, I can better represent them to the central administration," he said. "But more importantly, I want to show support services employees how much I value them and their work."

Mr. Davis washed bed pans in Central Sterile Reprocessing (CSR). He cleaned patient rooms, ran the lottery machine in the Gift Shop, and worked in Dietetics, the Photo Lab, Communications, the Parking Garage, and Police and Security. "Every job here is more complex than it appears," he commented. "MGH employees just make it look easy."

It wasn't so easy for Mr. Davis in CSR where he got an experiential education unlike any he gets in executive meetings. Under the tutelage of Jesse Thompson of Materials Management, Mr. Davis spent four hours one day handwashing bed pans. Bed pans are washed by hand and then put through a sanitizer which washes, rinses and then steam cleans them at 180 degrees Fahrenheit. They are then inspected and placed inside a sterilizer which uses high pressure steam at 275 degrees to ready them for return to the patient care units.

Jeff Davis and Janice Walls help cardiac surgery patients adhere to dietary restrictions. Ms. Walls, a nutrition assistant on Baker 12, calculates the levels of fluid, sodium, saturated fat, and cholesterol in patients' meals. Photos for this story by MGH photographer Paul Batista.

"I was trying to do a topflight job," said Mr. Davis. But after washing a few bed pans, he noticed some were being returned to be rewashed. "I asked Jesse what was going on," he said. "Jesse explained that the bed pans were inspected on the other side and they were not clean enough. I realized how much we take for granted the quality inspections that go on, and here I was trying to show them that I think their jobs are important. Well they know their jobs are important. They just wanted to make sure that I was meeting their standards."

Working with Janice Walls, a nutrition assistant on Warren Baker 12, Mr. Davis discovered many things about that job that are not so apparent on the surface. "Patients may not be confident discussing their care with the physicians and

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In General

Dr. Patricia K. Donahoe, Chief of Pediatric Surgery at the MGH and a tenured Professor of Surgery at Harvard Medical School, has received a 1990 21st Century Woman Award for outstanding work in science. The award, honoring achievements of living women in a variety of fields, also has gone to Representative Pat Schroeder (D-CO) and USA Today founding editor Nancy Woodhull. In addition, the sponsor, the Ortho Pharmaceutical Corporation, has departed from tradition and presented the award to a man for the first time. The winner: talk show host Phil Donahue.

Dr. Donahoe's distinguished research career has focused primarily on developmental biology and the understanding of fetal inhibitors as anti-tumor agents. For almost a dozen years, she has led an investigation of Mullerian Inhibiting Substance (MIS), a rare hormone she long felt was key to the successful treatment of cancers of the ovary, cervix, Fallopian tubes, vagina, and other female reproductive tissues. Dr. Donahoe's group was the first to isolate, clone, and synthesize MIS, and recent experimental results from animal tests suggest that her faith in the efficacy of MIS may have been well placed.

Although she is a leader in research, Dr. Donahoe's skill and reputation as a pediatric surgeon are nationally known. She is particularly renowned for her pioneering procedures to correct life-threatening birth defects. She also chairs the MGH's Committee on Research.

Dr. Patricia K. Donahoe, Chief of Pediatric Surgery

Dr. Felix S. Chew, Assistant Radiologist at the MGH and Assistant Professor of Radiology at Harvard Medical School, is the first recipient of the Melvin M. Figley Fellowship in Radiology Journalism sponsored by the American Roentgen Ray Society and the American Journal of Roentgenology (AJR). Dr. Chew will serve in the editorial office of the AJR.

Dr. Edward W. Webster, Director of the Radiological Sciences Division of the Department of Radiology, was presented with the Failla Award for lifelong contributions to the field of radiation protection. Previous awardees include Rosalyn Yalow, Nobel Prize winner, and Arthur Upton, former Director of the National Cancer Institute. Dr. Webster is also Professor of Radiology (Physics) at Harvard Medical School.

Theresa Hoskins Michel, MS, PT, of the Department of Cardiopulmonary Physical Therapy at the MGH, has received specialist certification in cardiopulmonary physical therapy from the American Board of Physical Therapy Specialties. Ms. Michel teaches clinical applications of exercise physiology, cardiopulmonary rehabilitation, and interdisciplinary approaches to pain management in the advanced masters program of the MGH Institute of Health Professions. She has authored two books on physical therapy.

Dr. Mortimer J. Buckley, Chief of the Cardiovascular Surgery Unit, has been elected to a second year as President of the Massachusetts Chapter of the American Heart Association.

Joan B. Fitzmaurice, RN, Ph.D., FAAN, of the MGH Department of Nursing, has been elected a Fellow on the Council on Cardiovascular Nursing of the American Heart Association.

Kurt L. Westerman, Assistant Director of Human Resources, has been elected to the Board of Directors of the New England Employee Benefits Council. The Council was formed in 1979 and currently has more than 1,200 members. It is committed to the exchange of information among benefits professionals, the advancement of knowledge of trends and legislation, and the development of sound principles, procedures, and practices in employee benefits planning. Mr. Westerman has worked at the MGH for nearly 12 years.

Dr. John P.W. Kelly, Oral and Maxillofacial Surgeon at the MGH and Assistant Professor of the Department of Oral and Maxillofacial Surgery at Harvard's School of Dental Medicine, has been elected Director of the American Board of Oral and Maxillofacial Surgery.

At the annual meeting of the Pediatric Orthopaedic Society of North America, **Drs. David Zaleske, Michael Jofe, Michael Ehrlich, and Henry Mankin** were

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The MGH rolls out the welcome mat with new employee orientation

"Orientation is a constantly evolving process," said Klara Sztucinski, Manager of Training and Development. "It keeps changing as the workforce and the demands of the organization change." The MGH orientation has changed to better address the needs of new employees and to provide, at first encounter, a clearer interpretation of the MGH culture.

Central to the new orientation is a film featuring MGH General Director Dr. J. Robert Buchanan and other MGHers which stresses the employee's contribution to patient care. "It is very important to give the employee a sense of the values and culture of the MGH," said Ms. Sztucinski. "Central to the MGH value system is the importance of each employee, no matter what the person's job, in providing quality care for patients."

Training and Development has developed a number of strategies to address the needs of those for whom English is a second language. For instance, with the help of Interpreter Services and MGH employees, it has translated benefits information into different languages including Spanish, French, Italian, Chinese, and Greek. To accommodate different adult learning styles, information is provided through verbal, written, and video presentations.

Orientation sessions are held every Monday in the Walcott Rooms. To further acquaint employees with the hospital, the Volunteer Department provides lunch-time walking tours. They are open to all employees and are conducted biweekly from noon - 1:00 pm. The next tour is scheduled for April 13. For information on tours contact the Volunteer Department at ext. 6-8540. Training and Development invites all MGH employees to particiapate in orientation.

Dr. Buchanan addresses the audience at the premiere of "General Directions," the new orientation film for employees.

Jeff Davis at work

from page 1

nurses," he said. "But by and large, they are pretty comfortable when they are talking about food."

The nutrition assistant helps patients to complete their menu selection and ensures that what they order adheres to their dietary restrictions. They also make sure that the orders get to the kitchen and the proper food is delivered to the patient. "Everyone has an opinion about food," said Mr. Davis. "Everyone likes to make choices." Because of this, Mr. Davis noted, often the nutrition assistant is in a position to make the patient feel comfortable. "And when the

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Joe Johnson (right) and Jeff Davis patrol the White Building ramp on a chilly winter day.

Wage freeze

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As an additional bonus to employees, the MGH will not increase employee contributions to the health insurance premium though premiums have risen more than 30% and many Massachusetts employers are requiring their employees to shoulder the burden of that increase.

The end of the wage freeze was announced in a letter by Dr. Buchanan that accompanied March 1 paychecks. In that letter he complimented MGHers on their efforts to help the hospital remain fiscally sound. "I think it is a remarkable achievement that we have been able to effectively hold the wage freeze to a three-month period and, at the same time, not be forced to reduce staff or pass additional health insurance costs along to employees as many other employers have had to do," he wrote. "To each and every one of you who contributed to this achievement, I again offer my sincere thanks and encouragement to keep up the good work."

[Page 1 illustration by Arch MacInnes.]

MGH HOTLINE

Davis

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person has a personality like Janice Walls'," he said, "it's fun when she comes by. These are the kinds of things that a nutrition assistant contributes to the well-being of the patient that is not part of the job description."

Sentiments Mr. Davis encountered working for Police and Security were echoed in Communications. Both of these departments control points of entry into the hospital. Joe Johnson of Police and Security, who retired in March, pointed out that often he was the first person whom patients or visitors meet upon coming to the hospital. The impression which someone in that role makes influences their perception of the hospital. Maggie Byron of Communications said the same thing. Her voice, she said, is often the first contact a person has with the MGH. How she interacts with people on the phone can influence their impression of the hospital.

Ms. Walls said she appreciated Mr. Davis' willingness to try her job out for a day. "Many people really don't know what we do," she said. "They don't realize that we play a major role in patient care. What he did was great. More administrators should follow his example."

"I've always valued the contribution that support services employees make to the hospital," said Mr. Davis. "Now that I've actually performed some of their jobs, I value what they do even more. All of the people with whom I worked understand how what they and

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With Rose Cornely of Environmental Services as mentor, Mr. Davis has learned to meet the "white glove" challenge.

Maggie Byron of Communications explains the switchboard to Jeff Davis.

Where's the "Tidy Bowl" man when you need him.

The crew in Central Sterile Reprocessing. From left, Aileen Belle, Jeff Davis, Yin Li, and Jesse Thompson.

Ellison Building to have new phone extension

To better serve the growing telephone needs of the hospital, the MGH will use a 724 telephone exchange in the Ellison Building.

To telephone any location in the Ellison Building from outside the MGH, dial 724 and the appropriate four-digit extension. To call a location in the Ellison Building from anywhere within the MGH campus, including Somerville and MGH-East in Charlestown, dial a 4 plus the appropriate four-digit extension. To call from the Ellison Building to any other location on the campus, dial a 6 plus the four-digit extension just as you do today.

The main nursing station telephone numbers in the Ellison Building are listed in the 1990 edition of the MGH telephone directory under the alphabetical heading "Tower." The Ellison Building Department of Dietetics telephone numbers are also in the new MGH telephone directory under "Dietetics Department."

What's happening

National Laboratory Week at the MGH

April 8-14 is National Medical Laboratory Week. The purpose of this week is to inform the public of the vital role laboratory professionals play in health care.

There are approximately 300,000 certified laboratory personnel in the United States, including pathologists, medical technologists, and laboratory assistants, working at more than 12,000 medical laboratories. Laboratory workers comprise the third largest segment of the medical services industry.

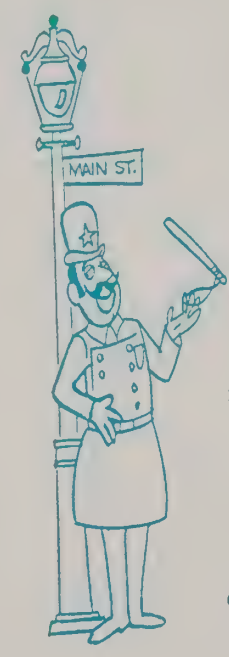
A booth in the Wang ACC lobby will highlight the MGH clinical laboratories. The booth will be open Tuesday, Wednesday, and Thursday, April 10-12, from 10:00 am to 3:00 pm. Individuals interested in working as technologists will be invited to tour MGH clinical laboratories, and a pictorial exhibit of the laboratories will be on display along the corridor across from the chapel. Posters in the lobbies and buttons on employee lapels will announce this week and identify those who work "For Your Good Health" at the MGH.

Research study needs volunteers

The Reproductive Endocrine Unit needs healthy women, aged 18-40 years with regular menstrual cycles and on no medications, to participate in ongoing research studies. Compensation is available. Call Helen at ext. 6-5387 for details.

MGH to issue parking tickets

The Boston Transportation Department has authorized the MGH Department of Police and Security to issue parking tickets in an effort to keep the streets abutting the MGH clear for emergency vehicles. Fines range from $15 to $50. A $50 fine is charged for vehicles that violate the "Handicap Parking Only" regulations. Cars improperly parked in handicap spaces in the MGH garages also will be ticketed. Parking regulations will be enforced seven days per week. Contact ext. 6-2121 for more information.



Summer volleyball at the MGH

Donna Cutillo is organizing coed recreational volleyball games for the summer. The games will be held outdoors, and anyone interested in playing should contact Ms. Cutillo at ext. 6-1880.

James C. White Memorial Lecture

The James C. White Memorial Lecture will be held April 5 from 8:00 am - 9:00 am in the Ether Dome on Bulfinch 4. Dr. Bryce Weir, Surgeon-In-Chief at the University of Alberta Hospitals, will give

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Entering the 90s

from page 1

acute care, and stat chemistry laboratories and will be immediately available on terminals at the nursing units.

Subsequent projects will automate order writing and processing, results reporting, nursing unit documentation, and many other types of information supporting patient care.

In the coming months, all MGH personnel can attend information sessions about the new system. In addition, training sessions will be provided for all personnel who will use the system.

Dr. J. Robert Buchanan, MGH General Director, adds his signature to that of James Durham (right), President and Chief Executive Officer of Knowledge Data Systems, on the agreement to develop a patient care information system for the hospital. Standing from left are Dr. Edward Heller, MGH Vice President for Information Resources, and Frank Roda, Vice President of the New England Region of KDS.

The following has been provided by the MGH Department of Police and Security as part of its crime prevention program. Credit card theft is on the rise, said MGH officer Dick Chevrette. Guard your account numbers, keep track of your cards, and note these reminders. They can help keep your credit cards safe.

CREDIT CARD SAFETY QUIZ:

	Yes	No	
1.	☐	☐	Do you carry only essential credit cards?
2.	☐	☐	Do you carry them only if you are going to use them?
3.	☐	☐	Do you keep them at home in a secure place when not in use?
4.	☐	☐	Have you ever thought of using a credit card registry service?
5.	☐	☐	Do you double-check the total on your bill?
6.	☐	☐	Do you take a daily inventory to make sure that none has been lost or stolen?
7.	☐	☐	Do you cut up expired credit cards before discarding them?
8.	☐	☐	Do you check after each transaction to make sure that the correct card has been returned to you?
9.	☐	☐	Do you rip up the carbons after each transaction?
10.	☐	☐	Have you made a list of your major credit cards, their account numbers, and the phone numbers to call if cards are lost?

SCORING: 1 point for each yes
1-4 Watch out!!
5-7 Possible target!
8-10 Good credit risk!

TAKE A BITE OUT OF CRIME®

What's happening

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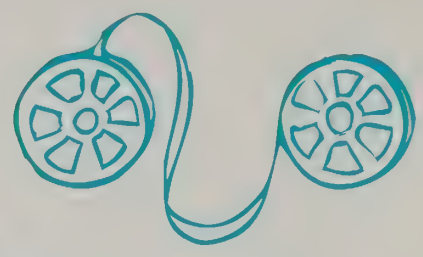
a talk entitled "Recent Studies on Cerebral Vasospasm."



MGH to host premiere of documentary on anesthesia

The Ether Dome Museum Committee of the MGH invites you to attend a premiere showing of "The Yankee Dodge: Anesthesia," Tuesday, March 27, from 2:00 pm - 3:00 pm in the Ether Dome. The 24-minute video is a documentary about the introduction of anesthesia in the 1840s. Light refreshments will be served at 2:00 pm. For more information contact Dr. Elliott V. Miller at ext. 6-1880.

Free cancer support group offered by the MGH

"Person-to-Person: Living with Cancer," a support group for cancer patients, their families, and friends will be offered on six consecutive Thursday evenings from 7:00 pm - 8:00 pm beginning today, March 22. Contact Jamie Freed or Evelyn H. Malkin at ext. 6-8187 for more information.

Dr. Potts to deliver Oliver Cope Lecture

The Tenth Annual Oliver Cope Lecture will be given on Thursday, March 29, from 4:00 pm - 5:00 pm at the Shriners Burns Institute Auditorium at 51 Blossom Street. The speaker is Dr. John T. Potts, Jr., Chief of the Medical Services at the MGH and Jackson Professor of Clinical Medicine at Harvard Medical School. Dr. Potts' talk is entitled "Hyperparathyroidism at the MGH: from Surgical Clinic to Molecular Chemistry." Tea will be served from 3:30 pm - 4:00 pm.

Calling all beepers

Any MGH employee who is still carrying a large, square-style beeper should return it to Communications on White 14 and obtain a newer unit as soon as possible.

Dialogues on breast cancer

The Friends of the MGH Cancer Center will present the second part of their colloquium, "Breast Cancer: Saving Your Breast," on Thursday, March 29 from noon - 2:00 pm in the Walcott rooms in the WACC. MGH Visiting Surgeon Dr. William C. Wood will act as moderator. Reservations are required. Please call Jeanette Luri at ext. 6-2200 for more information.

In general

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awarded the Wood Lovell Pioneer Award for Basic Research. Their presentation was entitled, "Isolation of Cell Populations with Different Kinetic Characteristics from the Murine Distal Femoral Chondroepiphysis."

Dr. Zaleske, an MGH pediatric orthopedist and Instructor in Orthopaedics at Harvard Medical School, has received NIH support for the project, which is being conducted in the Orthopaedic Research Laboratories and in the Embryology-Teratology Unit under the direction of Dr. Lewis Holmes.

Dr. Jofe, now practicing in Florida, was the Peabody Fellow in Pediatric Orthopaedics at the MGH while participating in the research. Dr. Ehrlich is Chief of the Pediatric Orthopaedic Unit and Dr. Mankin is Chief of the Orthopaedic Surgery Service at the MGH.

Drs. Juanita M. Godley and **Ted Love,** both Clinical and Research Fellows in Medicine, are the recipients of Robert Wood Johnson Foundation supplemental fellowships under the foundation's Minority Medical Faculty Development Program.

Dr. Emmett V. Schmidt, Assistant Pediatrician at the MGH and Assistant Professor of Pediatrics (Genetics) at Harvard Medical School, has been honored with the James S. McDonnell Foundation Career Development Award in molecular medicine and oncology.

MGH Radiologist **Gwilym S. Lodwick** is the recipient of a Founders Gold Medal of the International Skeletal Society. Dr. Lodwick, who is also Visiting Professor of Radiology at Harvard Medical School, will receive the medal in Salzburg in the fall.

Jeff Davis at work

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others do ultimately affects the patient. I was impressed with that."

Mr. Davis will continue to spend one day each month working in the departments he supervises. His goal is to try every job in support services. "I understand that at this pace, it will probably take me 85 years," he quipped.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

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MGH HOTLINE

19 April 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Designed for patient care

To MGH nurses, the Ellison Building is more than steel girders. To them, it is an environment designed for patient care that will accommodate existing and future technologies, support the work of caregivers, and provide an atmosphere conducive to healing. It means physical space that is a help, not a hindrance.

In the Baker 6 Intensive Care Unit (ICU), negotiating the environment is part of the patient-care challenge. To get an x-ray machine into a room is a near impossibility, and when several people enter a room to resuscitate a patient, crowd control becomes an issue.

"The resuscitation of a patient or performance of a procedure that requires several people in a room, is extremely difficult," said Theresa Gallivan, Head Nurse in the Baker 6 ICU. "We can't fit the resuscitation cart into the room so we have to shuttle equipment and medications between the cart and the patient. This type of crowding occurs with any code, but here it is a particular problem."

The 16-bed Coronary Care Unit (CCU) on Ellison 9 combines the CCU on Phillips House 2 and the ICU on Baker 6. In this state-of-the-art unit, rooms range from 210-350 square feet. In addition, breakaway sliding glass doors allow equipment and beds to be moved easily in and out of a room. These doors have four panels. The two center panels slide back to create a six foot opening. The doors then can be folded back to create an 11.5 foot opening. These glass partitions also allow nurses constant visual contact with their patients.

"Caring for cardiac patients has become quite sophisticated," said Dr. Patrick O' Gara, Medical Director of the Ellison 9 CCU. "The rooms will be large enough and well lit enough so that we can deliver modern care without concerning ourselves with space constraints."

MGH nurses have become masters at jury-rigging. Headwalls in the Baker 6 ICU have only two suction outlets. (A headwall is a panel at the head of a patient bed which houses such things as numerous electrical outlets, call buttons, and suction, compressed air, and oxygen outlets.)

Most patients in an ICU need at least a nasogastric tube and a nasopharyngeal tube. "If the patient has any other type of tube such as a chest tube or a surgically implanted tube that needs continuous suction, we are forced to use connectors and tubing to devise a way to provide suction," said Ms. Gallivan.

The headwalls in the Ellison 9 CCU have four suction outlets, four oxygen outlets, two compressed air outlets, emergency and nonemergency electrical outlets (emergency electrical outlets are connected to a generator to prevent power failure that might disrupt life support systems), telephone and computer connections, a central monitor, switches for high intensity examination lights, a code button, a blood pressure cuff, and a night light.

In addition to the new headwalls, the Ellison Building will feature much improved lighting. Patients in ICUs can become very disoriented from disruptions in their sleep patterns and from difficulty in distinguishing night from day. These problems are worsened by the lack of windows and adequate lighting in many of the older buildings resulting in the need to leave lights on at night so that patients remain easily visible.

"The availability of natural light coming through the windows in the Ellison Building will decrease patients' confusion and improve their ability to adapt to the intensive care environment," said Elizabeth

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Mary Trase, RN, of Baker 6 has mastered the art of jury-rigging. To make two suction tubes from one outlet simply requires some tubing and tape. The new headwalls in the Ellison Building will have enough suction outlets to make the tape trick unnecessary.

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Ellison Building launches MGH into next century of medical care

The MGH entered the 21st century of medical science last week when the first patients took up residence in the hospital's new, high-technology Ellison Building.

The patients left behind a cramped, antiquated patient floor in a building that — due to prohibitive renovation costs — has not been significantly altered since its construction in 1930.

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The Ellison Lift: tower elevators will depend on users for efficiency

Everyone has a story about an elevator: like the time the cantankerous Bartlett Building elevator held a News Office employee hostage for 45 minutes; or the aerobics instructor who said that she raced the Bigelow Building elevator to the 12th floor and beat it.

But the story about the elevator system in the Ellison Building is different. These elevators are bigger, faster, and smarter. They travel at 700 feet per minute compared to 300 feet per minute for the White Building elevators. An internal microprocessor will dispatch cars according to which can answer a call fastest, resulting in an average 27-second response time.

The Ellison Building elevators are user friendly. But users have to be friendly too. Because the efficiency of the elevators will depend partially on how they are used.

There are six passenger elevators and six service elevators in the Ellison Building. The hospital designates service elevators to transport patients and move equipment and supplies. Passenger elevators are used by staff, visitors, and ambulatory patients. "Two things contribute to the efficiency of an elevator system: the mechanical design and how people use the elevators," said Jeff Davis, Assistant General Director of the MGH. Mr. Davis noted that, to realize their full efficiency, only employees transporting patients on gurneys or in wheelchairs, or moving supplies or equipment should use the service elevators. Employing service elevators for passenger use will decrease their ability to meet the transport needs of the hospital and slow the entire elevator system.

The departments of Dietetics, Environmental Services, and Materials Management have coordinated the times in which they will use the service elevators. "This type of cooperation and planning is an example of the human element that will help ensure the efficiency of the elevator system," noted Mr. Davis.

The efficiency of the system not only depends on how we use elevators, but also on the volume of traffic. During peak hours, between 11:00 am and 4:00 pm, the Bigelow Building elevators respond to an estimated 3,000 calls. As the volume of traffic increases, the response time decreases. The average response time for the tower elevators will be 27 seconds. But Charles Hall of the Planning Office cautions that if MGHers begin using the Ellison Building elevators to get to floors in

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MGHers examine a patient room on Ellison 7. Five thousand employees participated in a tour in February of the new inpatient care facility. Tours began at 6:00 am and the first employees to show up were early birds Grace Rogers, of Central Sterile Reprocessing, and Dorothy Flynn, LPN, Bigelow 8. Photo by Paul Batista.

Designed for care

from page 1

Dunne, Head Nurse in the Phillips House 2 Coronary Care Unit. Additionally, overhead light levels are adjustable, and the headwalls in the Ellison CCU are equipped with night lights that don't disturb a patient's sleep.

Some of the amenities in the Ellison Building such as family waiting areas and conference rooms are much more than niceties. They impact the ability to provide compassionate and efficient care. "Our waiting area on Phillips House 2 is in a hallway between two buildings," said Ms. Dunne. "There is a constant flow of traffic through the area. Families need a place to go when they need privacy or must make a difficult decision. We are encouraged that in the Ellison Building we will have a much more private and spacious family waiting room equipped with phones."

In an ICU, caring requires planning, coordination, and the ability to respond quickly to the sometimes rapidly changing status of a patient. When several health care providers must combine their expertise to deliver coordinated and quality care, they often do so under cramped conditions. Many of these meetings happen in hallways or in the tight quarters of a patient's room. "Right now in the Phillips House 2 CCU there is no place to have a meeting," said Ms. Dunne. The Ellison 9 CCU will alleviate this problem with three conference rooms where health care providers can discuss patient care in an environment free of distractions.

The combination of the Baker 6 ICU with the Phillips House 2 CCU will for the first time centralize medical cardiac intensive care in one place. "By combining our most acutely ill coronary patients in one area of the hospital," commented Dr. O' Gara, "this move will facilitate our ability to deliver high quality care more efficiently." Furthermore, the proximity to the Bigelow 9 Medical Intensive Care Unit will encourage sharing of resources and information between the two units.

MGH care providers have always given some of the best patient care available despite the challenges of working in aging buildings. The Ellison Building was designed to support their efforts. It was designed with patients' needs in mind. And it was designed to keep pace with advancing technology. Much more than steel girders, the Ellison Building was designed to keep the MGH at the forefront of patient care.

Donna Veronelli, CNMT, takes a Gated Blood Pool Scan of a patient in the cramped quarters of the Baker 6 MICU. It took Ms. Veronelli ten minutes to get the machine into the room. She first had to remove everything except the patient's bed. MGH health care providers point to space as one of the most significant benefits of the Ellison Building which features patient rooms with antechambers that when needed will expand a room by almost 50%.

Culture-shaping on Ellison 9

A new Coronary Care Unit soon will take shape on Ellison 9. It will combine the nursing staffs of the Phillips House 2 Coronary Care Unit (CCU) and the Baker 6 Medical Intensive Care Unit (MICU). Bringing from two different units nurses who are used to practicing patient care autonomously will be a lesson in culture-shaping. "Each unit at this hospital develops a culture of its own, said Elizabeth Dunne, Head Nurse in the Phillips House 2 CCU. "We had to determine how to merge these cultures."

Ms. Dunne, Theresa Gallivan, Head Nurse on the Baker 6 MICU, and their staffs have been looking at how they do things, the values behind what they do, and the similarities in their styles.

Since September, a task force comprised of nurses from both units has examined such things as the resource nurse's role, methods of giving report, bedside data collection, types of equipment stocked at bedside, scheduling and staffing patterns, and a myriad of other issues. The goal was to examine operational similarities and differences, to reach consensus on how best to deliver patient care, and to devise ways to adapt to the new environment.

For instance, the larger patient population in the Ellison CCU will require an expanded role for the resource nurse. And while bedside equipment is standard, there are certain items such as balloon pumps particular to the care of cardiac patients.

But more important than logistics are the value systems behind the styles of patient care. "We both have a high value for operational efficiency that lends itself to being responsive to the needs of patients," said Ms. Gallivan. To Ms. Dunne, that means autonomy. "People who come to this type of environment want to be autonomous," she said. "There are certain frameworks in which patient care should be delivered, but there are different routes within those frameworks. We focus on the product, not the process."

Throughout their discussions, whether about where to store equipment or their values about patient care, the nurses focused on the similarities rather than differences.

There were many similarities.

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Baker 6 MICU registered nurses reviewing a cardiac rhythm strip. From left are Dominique Kumitch, Mary Trase, Meg White, Sara Asekoff, Dena DeJoseph, and Head Nurse Theresa Gallivan.

Elizabeth Dunne, RN, Head Nurse on the Phillips House 2 CCU, says that the more modern Ellison Building will relieve nurses of the stresses of coping with their physical environment so they can concentrate even more energy on delivering patient care.

Phillips House 2 CCU nurses Susan Cronin and Michael Vislosky review the settings and waveforms on the console of an Intra-Aortic Balloon Pump.

MGH announces Water Conservation Slogan and Logo Contest

As part of the MGH's Water Conservation Campaign, the hospital is sponsoring a contest to develop a slogan and logo for the campaign. All members of the MGH community may enter. The winner of each category will receive either lunch or brunch for two at the Hampshire House Restaurant or a gift certificate worth $50 toward dinner for two at Cricket's Restaurant.

The winning slogan and logo will be reproduced on all water conservation program materials including decals, stationery, and displays. Those whose submissions are in the top ten in either category will enter a random drawing for the grand prize: two round trip tickets on United Airlines anywhere in the Continental U.S., donated by the hospital's new travel agent, American Express. Contest rules are as follows:

- The slogan should be a short, catchy statement which in some way encourages water conservation by employees. (Example: "Don't drip a drop"). A logo is a picture or symbol which can be easily identified with water conservation. Entrants may enter both categories as often as desired.
- The deadline for entries is May 15, 1990. No late entries will be accepted.
- Entries will be judged by members of the Water Conservation Committee and the judges' decision is final.
- Please submit three copies of your slogan or logo on white 8 1/2 X 11 paper. The slogan submission should be typed, double spaced. Both slogan and logo submissions should include your name, department, or MGH affiliation, and phone number typed directly on the page.
- You can submit combined entries which include both a slogan and a logo.
- Only original material will be accepted.
- All entries become property of the MGH.
- Entries which do not follow the above guidelines will be disqualified.
- Mail your entries to Anand Seth, Facilities Engineering, West End House. For more information, call Mr. Seth at 6-5169.

A sight to behold from Ellison 22. This photo was taken from the top patient floor of the Ellison Building. Photo by Myron Daniels.

Tower

from page 1

By Labor Day, 441 patients will have been moved into the new 24-story tower.

"Today marks the beginning of the MGH's physical renewal," said Dr. J. Robert Buchanan, General Director of the hospital. "Our medical professionals - many of them internationally renowned - will now be able to work with far greater efficiency and ease in a physical space designed for use well into the next century."

Cheerful and spacious, the new rooms will be much more pleasing to patients. Dr. Buchanan said that the building also will ensure the hospital's continuing ability to attract the most talented physicians, nurses researchers, and other staff members and, in turn, guarantee the best possible care for patients.

The Ellison Building is the first half of a two-tower inpatient complex scheduled for completion in 1994. By the time the last patients, staff, and equipment have been moved into the second, 15-story building, 587 existing beds will have been replaced.

"We established a $169 million capital campaign eight years ago to fund the new buildings and to upgrade some existing facilities," said W. Nicholas Thorndike, Chairman of the hospital's Board of Trustees. "And it is a tribute to the faith and generosity of our patients that the dreams have been realized, for it was patients and friends of the hospital who donated a significant portion of the monies we needed."

Some of the features of the new patient floors include:

— State-of-the-art intensive care units for neonatal, pediatric, general

continued on page 4

Change in MGH food service marks chapter in cooking history

Home of New England's largest institutional kitchen, the MGH made regional history this month when it converted to a 21st-century food-service system. The food system change will be a major part of the myriad forward leaps in plant and technology marking the opening of the new Ellison Building.

The kitchen update, involving replacement of three production kitchens and establishment of an entirely new food-serving system, is projected to save the hospital nearly $2 million in operating costs per year. And the total-system change also will bring the passing of some regional culinary traditions.

A case in point is the MGH's Baker Building brick oven, a gas-fired monster the size of a room that MGH Director of Dietetics Helen Doherty says is "legendary" among dietitians. MGH cooks have lovingly learned the art of coping with the huge oven, whose bricks in some spots heat up to 700 degrees Fahrenheit and, when used with the requisite skill, produce outstanding bread.

The new kitchen complex will include convection deck ovens, automated preparation control, computerized patient ordering and nutritional monitoring, as well as a completely new distribution process that will ensure hot and tasty food at bedside by finishing the cooking by microwave on the patient floor.

Newly appointed Nutrition Service Coordinators on each floor will handle the last-stage cooking, meaning that the patient will receive his food hot and fresh because its cooking has just been completed only minutes — and yards — away.

Meanwhile, back in the main kitchen, all of the department's 370 employees will be doing a different job with the new system. Dietetics employees have completed a two-month training period to learn their new roles with the new equipment.

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Baker kitchen cook takes on the Ellison kitchen

Roma Holliday, an MGH cook who has been at the hospital for 34 years, has a new job today. But this 64-year-old Southern gentleman is used to change. Three days after arriving in Boston from South Carolina in 1956, he got his first job as a truck man in the MGH Department of Dietetics. Since then he has done just about every job in the

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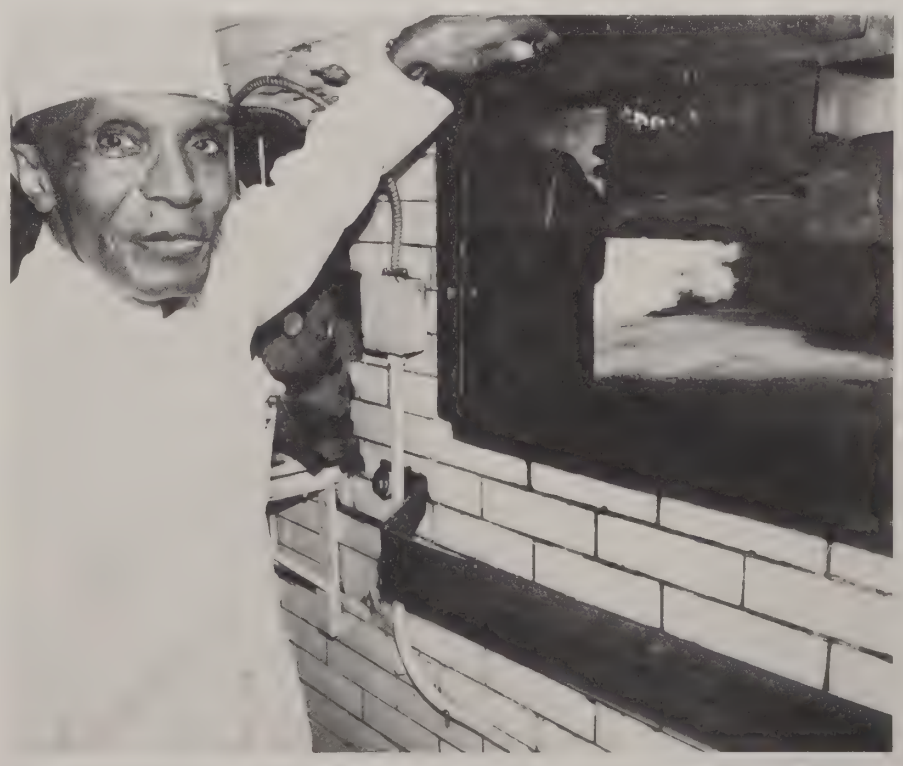

Roma Holliday has left behind his old friend, the Baker dutch oven. The 64-year-old cook, often described as a one-of-a-kind Southern gentle man, is now a senior cook in the Ellison kitchen where he uses an automated convection deck oven to prepare his culinary specialities.

MGH HOTLINE

What's happening

Food Alert! Hot Breakfast at the WACC Cafeteria

The WACC Cafeteria now brings you breakfast-to-order between 7:30 am and 10:00 am, Monday through Friday. The breakfast menu features fried eggs, scrambled eggs, French toast, home fries, bacon, and sausage. Available until 10:45 am are fresh croissants, assorted muffins, travelers, fresh fruits, assorted cold cereals, and a new 16-ounce orange juice.

Bargains abound at the MGH

The Ladies Visiting Committee is sponsoring an array of lobby sales this month. A percentage of all proceeds will benefit the hospital.

The schedule is as follows:

Country Basket Sale, Thursday, April 19th, WACC Lobby

Gold Jewelry Sale, Thursday, April 26th, Building 149, Navy Yard, East Lobby

Greek Jewelry Sale, Thursday and Friday, April 26 and 27, WACC Lobby

Baker cook

from page 3

Baker Building kitchen.

"I've been a truck man and a cold tray checker," said Mr. Holliday. "I've prepared vegetables, meats, and salads. I know all of the jobs around the Baker kitchen."

But a new era in food service delivery has arrived at the MGH. Revolving around a modern kitchen in the Ellison Building, the new system employs a process of partial cooking, quick chill, and re-thermalization by microwave. It will enable the Department of Dietetics to serve hot meals around the clock and better accommodate patients' nutritional needs. Mr. Holliday and other employees in Dietetics have gone through a two-month training program to learn the new system and acquaint themselves with the new technology. "I'm going to have to learn many new things," commented Mr. Holliday. "I'm a little nervous. I think everybody is. But I'm looking forward to it."

In addition to learning new systems, the change will require giving up old loves. Such is the case with the Baker kitchen dutch oven. Mr. Holliday is a master at using the nine-by-six foot brick monster that heats up to 700 degrees Fahrenheit. By delicately balancing the temperature and being a magician at timing, Mr. Holliday has produced some of the most succulent baked meats ever served at the MGH. "That oven has been here since I started work at the hospital," said Mr. Holliday. "Timing is the game. You don't want it to get too hot, and you don't want to cook foods too long," he said.

In the new kitchen, Mr. Holliday is using a high-speed convection deck oven. Patricia Concree, former Manager of the Baker kitchen and Manager of the Ingredients Room in the Ellison kitchen says that Mr. Holliday is adapting well to the new system. "Roma knows food," said Ms. Concree. "He is bringing to a modern facility the same high standards for quality he has always held."

Mr. Holliday describes himself as quiet and mild-mannered. He credits a simple life-style with the good health that has enabled him to work for 34 years without taking a sick day. He is a bachelor who considers the Baker kitchen crew a close-knit family. In the larger kitchen, he won't work as closely with his former coworkers, and he says he's going to miss them. "The hospital is like a family," he said, "and this is part of the family that has split up. That's a little sad. But people in this department are very nice. And after a while, it will be like family again."

Kitchen

from page 3

A complex of huge steel, steam-jacketed kettles is a central part of the system. Steam injected into each kettle's jacket cooks the food; then the jacket is flushed and filled with cold water which quick-chills the food at a point when it's about 70-percent prepared. It is then stored for later transport to the floors, where the cooking will be completed. Other food prepared in ovens is refrigerated for the same distribution process. Depending on the type of food, the chilling takes between a few and 25 minutes.

All these and many more changes in the hospital's food system are necessary to keep up with the far greater demands placed on it by today's and tomorrow's needs, said Ms. Doherty. Today, for lunch or dinner, the kitchen complex prepares a selection of 30 entrees, in addition to juices, vegetables, etc. That's a far cry, she said, from a patient's dinner of a century ago, which consisted of broth, bread and butter, and a half pint of beer — no substitutes.

Patients' palates are suffering no nostalgia for history's return.

Tower

from page 3

medical, cardiac, and cardiac surgical patients.

— Isolation rooms with controlled-pressure ventilation to keep outside air out (for immunosuppressed patients such as transplantation recipients) or to keep inside air in (for patients with serious infectious diseases).

— Patient rooms with antechambers that allow for an almost 50% increase in space when specialized equipment needs to be moved in.

— Sophisticated wiring that will allow for both greater telephone convenience for patients and the installation of new computerized products, including a patient information system at each patient's bedside.

In addition to these innovations, the new complex will also have two banks of high-speed elevators and a space-age kitchen that features a new distribution process that sends food partially cooked and quick-chilled directly to the patient floors where it is re-thermalized and served.

At 179 years old, the MGH is the third oldest non-military, general hospital in the country — and by the 1980s it was showing its age. MGH officials decided that a major project of renovation and new construction was critical if the hospital was to remain competitive. "Ultimately, having excellent health professionals and technology would not be enough," said Dr. Buchanan.

Some buildings were deemed worth saving, others were slated for eventual demolition. Preliminary blueprints for the two-tower inpatient replacement facility were drawn.

Before construction could begin, however, 32 different design committees were assembled. Members included physicians, nurses, dietitians, therapists, social service professionals, maintenance workers, administrative and support staff, project designers, architects, engineers, and consultants. The ultimate users — patients — also had input into the design process.

The directives that resulted from those meetings helped produce what is expected to be one of the most cost-effective, efficient, and sophisticated medical complexes in existence.

"These new buildings with their 21st century capabilities will greatly increase the hospital's operational efficiency," said Dr. George P. Baker, Jr., the MGH's Associate General Director of Professional Affairs. "The kitchen update alone will save nearly $2 million per year. Then, of course, we'll have the state-of-the-art medical equipment, the intensive care units, the nursing stations, and so on.

"But beyond all the technical innovations, what we're really talking about is enhanced personal care for our patients. When these two buildings are finished we'll have pediatric units where parents can sleep comfortably in the room with their child. We'll have separate recreation rooms for infants, older children, and adolescents. We'll have areas outside the ICUs where patients' families and friends can cook themselves a meal or make a private phone call. We'll have windows with views! You can't really put a dollar figure on improvements like those."

Culture-shaping

from page 2

When Ms. Gallivan came to the Baker 6 ICU as a head nurse three years ago, Ms. Dunne served as her preceptor. The preceptor acts as a mentor to an incoming nurse. "We knew then that we would ultimately merge," said Ms. Gallivan. "That knowledge has been part of our planning and our interaction. Because our working relationship is very effective; because we service a similar patient population; and because we share the same medical director (Cardiologist Patrick O' Gara), our management philosophies are very much in sync."

There were some differences however. Yet in most cases, these differences will be strengths. For instance, both head nurses see advantages to combining the nursing skill from a CCU with the nursing skill from a MICU. "The nurses on Baker 6 will bring their skill for caring for a more varied population to a more specialized group," said Ms. Gallivan. Commented Ms. Dunne, "Our expertise is in cardiac nursing. In this new unit there will be new learning opportunities and opportunities to teach. Both groups will bring something to the process."

The Ellison lift

from page 1

other buildings, the increase in traffic will result in a slower response time and a slower ride.

The Ellison Building elevators will employ several time-saving and safety features. For instance, load indicators will cause an elevator to skip floors if the car is full. All service elevators have a medical emergency function that will allow health care providers to immediately commandeer them.

In the first months of tower occupancy only six elevators will be available. Additional elevators will come into use as construction of the building nears completion.

MGH HOTLINE

3 May 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Charles Huggins dies at 60

Dr. Charles E. Huggins, physician, surgeon, and pioneer in the field of blood banking and transfusion, died April 18 of cancer of the pancreas at his home in Boston.

It was in 1963 that Dr. Huggins helped revolutionize blood banking practices by developing a practical way to freeze and store red blood cells for extended periods. He was Director of the MGH's Blood Transfusion Service since 1973 and an Associate Professor of Surgery at Harvard Medical School.

His landmark technique involved the addition of glycerol (a chemical substance that functions almost like an organic antifreeze) to red blood cells that had been separated from other blood components. The presence of the glycerol made it possible for red blood cells to be frozen for many years, then

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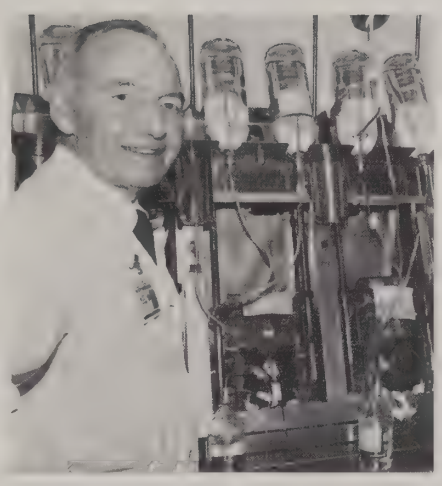

Dr. Charles Huggins called the 1980s "the decade of blood conservation" and issued a call to minimize the use of transfusion. He led the way with the development of a practical method of freezing and thawing red cells. The Cytoglomerator or "cell clumper" was the apparatus used for the technique.

A smooth move

The first move into Ellison Building went without a hitch

The chest pains started as Thomas Crilley was fighting a fire in the North End. An ambulance rushed him to the MGH—the same hospital to which his mother had sometimes taken him for treatment when he was growing up in Charlestown. The angina led to a cardiac catheterization and then bypass surgery. Mr. Crilley says health care providers at the MGH gave him "a new lease on life."

On Monday, April 9, as the Red Sox were routing the Detroit Tigers, Mr. Crilley was one of the first patients to move into the hospital's new inpatient care facility. "The move into the Ellison Building," said Mr. Crilley, "was like the care I have always received at the Massachusetts General—caring and efficient. The nurses, the physicians, and all of those who helped with the move were outstanding."

The first move into the Ellison Building in April was a testimony to team work. Thirty cardiac surgery patients were moved on April 9 and 10 from Warren Baker 12 to Ellison 8. MGH General Director Dr. J. Robert Buchanan welcomed patients to the unit.

Representatives from many MGH departments planned for months the logistics of the move. Environmental Services employees helped transfer patients and their belongings to the new building, and each patient was accompanied by nurses and technicians.

A team of engineers and technicians from Clinical Engineering coordinated the transfer of Warren Baker 12's high technology monitoring system. The telemetry system tracks a patient's electrocardiogram using radio waves emitted by a small transmitter worn by the patient. Antennas in the ceiling of the clinical unit send signals from patient transmitters to central monitors at the nursing station. To maintain monitoring of patients remaining on Warren Baker 12, the telemetry system was moved to the Ellison Building in parts. "It was a true team effort on the part of every employee involved," said Jeanette Ives, Director of Nursing Support

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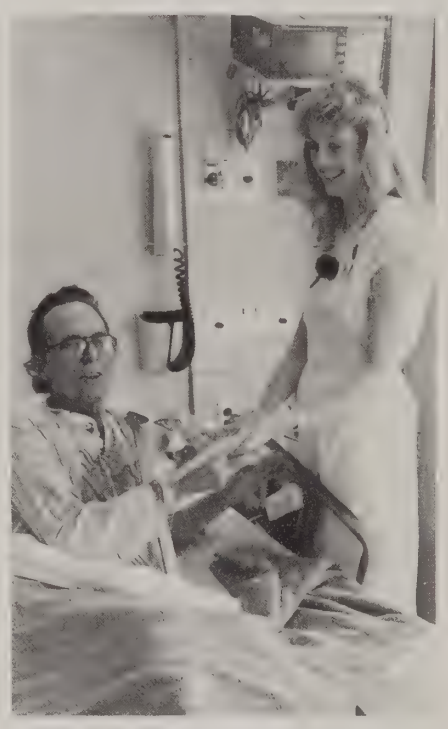

Thomas Crilley receives a welcoming rose from nurse Nancy White.

Whoever will may enter here

The MGH Chapel will be rebuilt in the Ellison Building

The Chapel is a place where patients, their families, hospital employees, and visitors alike come to find rest and comfort. It is where some come to worship, give thanks, cry, celebrate, pray, and come to terms with life's beginnings and end. It is a place to find strength.

Envisioned in 1939 as the White Building was under construction, the MGH Chapel was intended by then retired Bishop William Lawrence of the Episcopal Diocese to be "a vital center, a help to the healing of body and spirit." He described the Chapel as "a living thing." Recognizing that living things grow and change, the Bishop realized that the Chapel too would change. As he wrote, "I assume that like all living things, changes are sure to come."

Change has come to the Chapel. Because construction of the hospital's new inpatient care facilities will require the demolition of the Baker Building, a replica of the Chapel is being built on the first level of the Ellison tower. The second inpatient care building will house the offices of the Chaplains Department.

The new chapel will occupy two stories of the Ellison Building with an entrance near the Warren Lobby. The design retains the stone arches and the alcove of the existing chapel while slightly increasing its size. The present altar, entrance doors, stained glass windows, and furnishings will be relocated to the new facility, and the designers plan new lighting, stereo, and air conditioning systems. A vestibule at the entryway will help minimize noise coming from the Warren-Baker corridor.

The Chapel was completed in 1941 after Bishop Lawrence handwrote 1,500 letters to friends of the MGH to raise more than $53,000 for

continued on page 4

The MGH Chapel was intended by its founder, Bishop William Lawrence, to be a "living thing." It will continue to "live" at its new site in the Ellison Building.

Investing in our future

MGH nurses contributed $25,000 to the Capital Campaign to dedicate a conference room on the 16th floor of the Ellison Building. Called "Investing in Our Future," the one-year fund-raising effort was coordinated by a committee of nurses headed by Deanna Pearlmutter, Ed.D., Director of the Surgical and Psychiatric Nursing Service.

Contributions came from nurses, satisfied patients and families, nursing alumni, MGH Institute of Health Professions faculty, and the Mary E. Macdonald Fund. Mary Macdonald is a former Director of the Department of Nursing.

The MGH School of Nursing Class of 1963 gave a donation in honor of its 25th Anniversary, and several clinical nursing units and services made group contributions. "The success of this campaign is a testimony to the willingness of MGH nurses past and present to invest in the future of the MGH," commented Dr. Pearlmutter.

The conference room in the Ellison Building will have a plaque recognizing the contribution. The plaque also will list the names of all contributors. A permanent conference room for nurses eventually will be situated in Tower 2. Dr. Pearlmutter stresses that, although dedicated to nurses, the conference room on Ellison 16 is open to everyone.

The Capital Campaign earlier this year surpassed its goal of $169 million. The Ellison Foundation of Boston pledged $10 million that vaulted the fund to the $175.4 million mark. The MGH Employee Capital Fund Drive, completed in 1986, netted more than 1,000 contributions and nearly $5 million.

Inside

A kitchen debut
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A kitchen debut

Tuesday, April 10, the Ellison Building kitchen saw a flurry of activity as Department of Dietetics employees began preparing one of the first meals using the new food service system. (Tuesday morning they prepared the first lunch. They had prepared that day's breakfast the night before.)

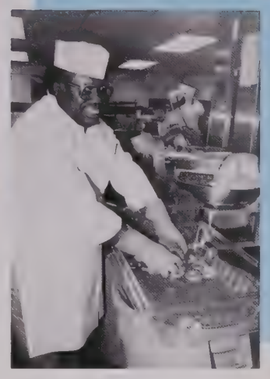
Dietetics employees worked for months acquainting themselves with the new equipment and a new food preparation process. Using the new system, employees cook food until it is about 70 percent done. To prevent spoilage, quick-chill kettles reduce food temperature quickly. Working in the galleys on the patient units, Nutrition Service Coordinators finish the cooking process by microwave to ensure hot meals for patients around the clock.

The atmosphere was one of excitement occasionally giving way to festivity. Helen Doherty, Director of the Department of Dietetics, paced the kitchen like a wildcatter about to strike oil. Here is the day in pictures.

Junior A. Forde adds a smile to the tray assembly line.

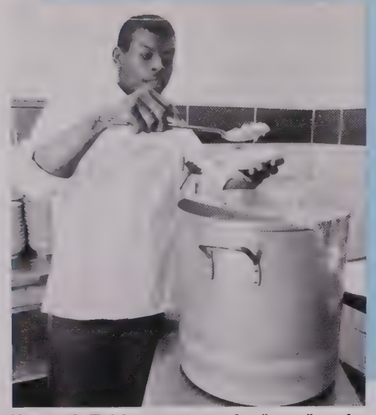
Helen Doherty, Director of the Department of Dietetics, joins Pauline Alexander on the tray assembly line.

Audley Allen slices oranges for garnish.



Slice and dice. Franklin Jackson and his peppers.

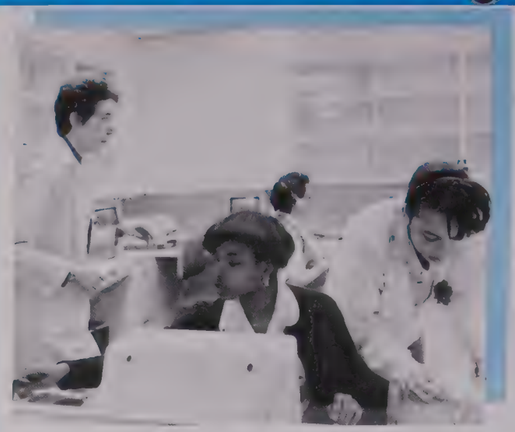
Brenda O'Day, Dietetic Intern, says that she likes gelatin desserts, but not this much.



Kenneth Tabb serves up the "mac" and cheese.

Stephen Kauffman, Associate General Director, pins a carnation to Matibelle Allen's lapel. Opening-day carnations provided by administration added to the festive atmosphere.

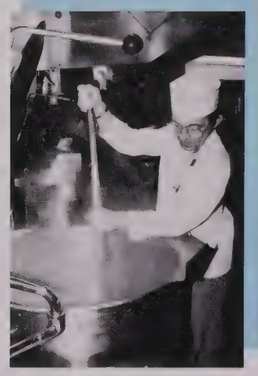
Carl Niland brings home the bacon.



In the control center, Dietetics employees check patient food orders to ensure they stay within dietary guidelines. From left are Judy Manola, Genean Daley, Joy Ramos, and Veronica Farguarson (rear). Not pictured is Pam Landos.

With tender loving care, cook Marvin DeCosta bastes chicken on the grill.

Mixin the fixins!
Al Carter, Jr., mixes pasta salad for the first lunch prepared in the Ellison Building kitchen.



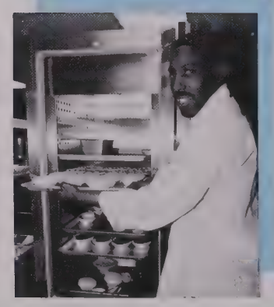
Bob Dunham stirs Popeye's favorite—spinach.

While up in the galley on Ellison 8, Nutrition Service Coordinator Janice Walls prepared to serve hot meals to patients.

Candace Hinze (left) and Debbie Nichols prepare the salad tray.

Quetlie Cadet and Florence Corrao (rear) assemble patient trays.

Todd Clark cleans up after cleaning up. Mr. Clark, Delric Irvine, Steve Sailsman, and Ricardo Peres were the dishwashing crew on opening day in the Ellison kitchen.



Michael Bell, Cook's Assistant

Gregorio Lazarus spoons hot cereal into bowls in portioning room.

MGH HOTLINE

Huggins
from page 1

thawed — undamaged — with removal of the glycerol by means of a sugar compound containing fructose. Before the introduction of Dr. Huggins' technique, researchers had succeeded in freezing blood, but had been unable to thaw it without damaging the red blood cells.

In order to freeze and deglycerolize the red blood cells, Dr. Huggins developed in 1963 a mechanical apparatus called a Cytoglomerator, which was widely used in hospitals across the country. Thus it became possible to freeze red blood cells indefinitely, rather than having to discard the cells after 21 days. Other automated equipment replaced the Cytoglomerator in the 1980s.

In the late 1960s and early 1970s Dr. Huggins pursued his research interests in freezing human organs for subsequent transplantation. In 1978 he created one of Boston's first apheresis units, which is still in operation today, to treat patients suffering from a variety of blood, nerve, and kidney ailments.

Dr. J. Robert Buchanan, MGH General Director, called Dr. Huggins "one of the world's luminaries in blood banking and a dedicated citizen of the MGH."

Dr. W. Gerald Austen, Chief of Surgery at the MGH and Edward D. Churchill Professor of Surgery, Harvard Medical School, said "Charlie took a relatively small blood bank operation and developed it into a large multi-product operation that has functioned beautifully. He was always upbeat, in good humor, and looking for ways to make the Blood Transfusion Service run better."

The son of Dr. Charles B. Huggins, a Nobel Laureate cancer researcher, and the late Margaret Wellman Huggins, Charles E. Huggins was born in Chicago in 1929. He graduated from the University of Chicago with a Ph.B. degree in 1947. In 1952 at the age of twenty-three he graduated cum laude from Harvard Medical School.

Dr. Huggins received his surgical training at the MGH and subsequently practiced here as a general surgeon. In 1958 he spent a year at the National Institute for Medical Research in London as a Harvard Medical School Moseley Traveling Fellow. There he conducted research which sparked his interest in low temperature biology and led to his Cytoglomerator work.

In recent years Dr. Huggins spearheaded efforts to reduce the risks of transfusion by encouraging conservative use of blood and alternatives to transfusion from other donors. His Cytoglomerator made it possible for people having elective surgery to donate blood and have it frozen until needed for the surgery. This and other techniques developed at the MGH and elsewhere have helped reduce the possibility of acquiring AIDS or hepatitis from blood transfusions.

Dr. Huggins served on active duty as a Reserve Officer in the U.S. Navy during the Korean War. He was assigned to the U.S. Naval Hospital in Chelsea, Massachusetts, and also was Head of the Experimental Surgery Branch, U.S. Naval Medical Research Institute, Bethesda, Maryland. After a period of inactive and retired status he rejoined the U.S. Navy drilling reserve in 1983 and from 1985 to 1987 he was a Commander, Medical Corps, and functioned as Battalion Surgeon, 1st Battalion, 25th Regiment, 4th Marine Division, U.S. Marine Corps Reserve.

Dr. Huggins was a member of many professional organizations including the American College of Surgeons, the Society of University Surgeons, the Society for Cryobiology, the American Association of Blood Banks, and the International Society of Blood Transfusion. For many years he served as Chairman of the Committee on Blood Banks of the Massachusetts Medical Society and as Chairman of the Medical Advisory Committee of the American Red Cross Blood Services, Northeast Region.

He leaves his wife Gareth W. Huggins of Boston and five children.

Ellison 8 Operations Coordinator Mary Berbaum (left) and Head Nurse Manya Barnett verify unit numbers on patient charts.

Smooth move
from page 1

Services. "Everyone gave 200 percent."

The Department of Dietetics supplied free meals to all staff members moving into the new building. Administration provided a rose for each patient, and Dr. Buchanan sent a flower arrangement to the unit. Ann Prestipino, Assistant General Director, Surgical Services, commented that "because of hard work and planning, the move was almost anticlimactic. It went extremely well." The only problem, said Ms. Prestipino, was that some of the patients missed watching opening day at Fenway.

Chapel's windows: historic artifacts of artist's style

When a replica of the MGH Chapel is constructed later this year in the Ellison tower, the structure will retain many of its old features, including its stained glass windows.

The windows were designed in 1939 by Charles J. Connick, creator of some of the nation's finest stained glass windows.

Trained as a painter and illustrator, Mr. Connick disputed the claim that a stained window was just a painting on glass. He considered such a window part of the architecture and realized that while a painting reflects light, a stained window must incorporate the ever changing light shining through it.

Charles Connick died in 1945, and his studio in Boston's Copley Square closed in 1986. One of the reasons for its closing was that the surrounding development of high-rise office buildings blocked natural light from coming into the studio. The artisans who worked there, most of whom had worked with Connick since the early 1900s, depended upon natural lighting to render their designs under conditions similar to those in which they would be seen.

There are twelve arched rectangular windows in the MGH Chapel and a large rose-shaped window. The windows, representative of the Gothic Revival style, depict the eight beatitudes and the seven corporeal works of mercy.

Chapel
from page 1

its construction. The Rev. Dr. Phillip King, Director of the Chaplains Department, describes it as a meditation chapel. Open to everyone regardless of faith, it has been the site of weddings, baptisms, memorial services, choir concerts, and religious celebrations. A memorial service for President Franklin D. Roosevelt was held there on April 14, 1945. Both employees and patients have married in the MGH Chapel. MGH clergy conduct Roman Catholic Mass, Protestant services, and observances of Jewish holy days. Chaplain King remembers an MGH employee saying, "'I like to pray at the MGH Chapel because I feel like God hugs me there.'"

What's happening

Spend a Day with a Nurse

The fourth annual Spend a Day with a Nurse program will begin on May 8. MGH employees may spend part or all of a shift working with nurses in a variety of units throughout the hospital. Contact your supervisor for a registration form or call Barbara Carter at ext. 6-2646, or beeper 5606.

Announcing the 1990 Vincent Show

This years Vincent Show, "Calendar Girls," is a musical revue conceived, developed, and written by members of the Vincent Club. The director is Michael Allosso. Proceeds, generated by ticket sales and advertising in the 300-page program, are donated to the Vincent Memorial Hospital. Performances are Thursday, Friday, and Saturday, May 3, 4 and 5, at 8:00 pm. There also is a Saturday matinee at 2:00 pm. Performances are at the New England Life Hall at 225 Clarendon Street. Ticket prices range from $7.50 to $25.00. Dial 536-9606 for ticket information.

Tax Sheltered Annuity Update

The 1990 interest rate for UNUM accounts is 8.2%. Participants will receive notice of the rate change on their next quarterly statement. The IRS recently ruled that full or partial transfers from mutual funds (Fidelity or Vanguard) to insurance company contracts (UNUM or Connecticut General) can be made on a tax-free basis. For more information contact the Benefits Office, Bulfinch 2, extension 6-8133.

Bargains abound at the MGH

The Ladies Visiting Committee is sponsoring an array of lobby sales this month. A percentage of all proceeds will benefit the hospital. The schedule is as follows:

Costume Jewelry Sale, Thursday and Friday, May 3 - 4, WACC Lobby

Gold Jewelry Sale, Wednesday through Friday, May 9, 10, 11, WACC Lobby

Longwood Symphony Announces Concert

The Longwood Symphony, Aaron Kula, Director, announces a spring performance in Jordan Hall at the New England Conservatory on Sunday, May 6th. The program will feature pianist Seth Kimmelman in Gershwin's *Concerto in F*; Bernstein's *On the Town*; and Copland's *Quiet City* and *Billy the Kid*.

The Longwood Symphony Orchestra, now in its sixth season, draws most of its players from the Greater Boston medical community.

For information, call Carol Louik at 734-7512.

SkinSavers '90

Summer sun is fun, but it can be a major factor in the development of skin cancers. Learn more about the sun's effect on your skin by coming to the SkinSavers '90 skin cancer education program at the MGH on Wednesday, May 9. SkinSavers '90, sponsored by the American Cancer Society, is offered at the MGH by the Dermatology Department, the MGH Cancer Center, and Employee Health Service.

Written information and sunscreen samples will be available in the WACC Lobby from 10:00 am to 4:00 pm. The Dermatology Department will provide free skin screening in Walcott Room 1, from 11:00 am to 2:00 pm. Employees will be asked to complete a brief questionnaire before the screening. A list of referrals to Boston area dermatologists also will be available. To be screened, employees must show their MGH identification badge.

Josiah A. Spaulding Lecture

Spaulding Rehabilitation Hospital will hold its 7th Annual Josiah A. Spaulding Lecture on May 9 at 6:00 pm. The featured speaker is Matina S. Horner, Ph.D., President Emerita of Radcliffe College. Her lecture is entitled "Challenge of Change for the Healthcare Professions." For more information and to RSVP, contact Ann Kramer, Director of Communications, Spaulding Rehabilitation Hospital at 720-6645.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Edit*

MGH HOTLINE

24 May 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Nurse Cathy Burke provides a little TLC to Maureen Campbell. Maureen's life hung in the balance many times during her extraordinary three-month battle against an often fatal respiratory disease. She received equal portions of love and high tech artificial lung care from her MGH health care providers. Nurses, physicians, and respiratory therapists were literally at her side 24 hours each day. When asked about her personal attachment to patients, Ms. Burke responded, "It would be even harder for parents if they didn't know that someone here would also love their children." Photo by Myron Daniels.

Caring, technology, and a little girl's spunk help make a near miracle

by Gail Davison

Cathy Campbell and her husband Tom recall the night they thought would be their fourteen-month-old daughter's last. "I asked for a rocking chair," Cathy said, "so that in the morning, when they took Maureen off the machine, I could hold her in my arms and rock her as she slipped away."

But in the morning, when doctors at the Massachusetts General Hospital Children's Service began to wean Maureen off the artificial lung that had kept her alive for the previous 34 days, she didn't die. She started to get better, and in a process described by one of her doctors as "probably the most amazing thing I have ever seen," her lungs — which had been thought irreversibly damaged — slowly repaired themselves, allowing the blonde and blue-eyed girl to leave the MGH with her parents the Saturday before Mothers Day, apparently completely recovered.

Maureen's story is a tribute to the MGH physicians, nurses, and respiratory therapists who sat by Maureen's side 24 hours a day, every day for five weeks. It's also a tribute to the faith of Cathy and Tom Campbell, and to the courage and tenacity of one little girl from Newton, New Hampshire, who didn't know when to quit.

It began in January as an ear infection which, as any mother can attest, is hardly an uncommon childhood ailment. What was uncommon was Maureen's reaction to a standard antibiotic (trimethoprim and sulfamethoxazole suspension) prescribed by her pediatrician in Newburyport, Mass.

continued on page 2

MGHer wins playwrights' award

His work is often irreverent, farcical, biting social commentary. It is also award winning drama.

Michael Moss, Executive Office Assistant in Molecular Biology, is an accomplished playwright. He has just been awarded a $10,000 Playwriting Fellowship by the Massachusetts Artists Fellowship Program for his newest play, "Angles of Repose."

The play is a full-length drama with two characters. It involves a mother and her 40-year-old son grappling with aging as the mother nears the end of her life.

In addition to the Massachusetts Artists Fellowship, Mr. Moss is a finalist in a national playwriting competition. "Heartbeat of America" is one of one hundred finalists among 2,000 entries for the Heideman Award. If the play wins, it will be produced by the Actors Theatre of Louisville at its annual Humana Festival of New American Plays.

Mr. Moss holds a Bachelor of Fine Arts degree in Dramatic Art from Virginia Commonwealth University and an M.A. in Creative Writing/Playwriting from Boston University. While at B.U. he cofounded Uppity Productions, which became the producing unit for new works in his department.

He has written and directed numerous plays, including "Natives on the Green," which appeared on the

continued on page 2

Michael Moss, of Molecular Biology, strikes an angle of repose. He is the recipient of a $10,000 Playwriting Fellowship for his newest play, "Angles of Repose."

Inside

Society honors Evelyn Bonander
page 2

MGH's lieutenant nurse
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What's happening
page 3

Waiting for a home

A shortage of nursing home beds keeps elderly patients waiting in hospitals

Today 22 elderly patients are waiting in clinical care units at the MGH for placement in nursing homes. Some have been waiting for as long as a year.

On average, elderly patients wait three months in the hospital before finding a nursing home bed. While they wait, they are plagued with the uncertainty of their future. Their families wonder anxiously where their loved ones will go. Their physicians and nurses struggle to provide long-term care in an acute care hospital. "The lives of these patients are put on hold," said MGH Social Worker Barbara Moscowitz. "They just want to get someplace—to call someplace home. The anxiety is overwhelming."

According to a survey conducted by the Massachusetts Hospital Association (MHA) in 1989, there were more than 1,000 patients waiting in Massachusetts acute care hospitals for nursing home beds, a 28 percent increase over the previous year. And according to the MHA, these patients are staying in the hospital 66 percent longer than they did a year ago.

The problem is that frail elderly patients often need recuperative care after discharge or long-term care in a nursing home. In addition, a major percentage of those do not have relatives available or able to care for them. Unfortunately, in Massachusetts there is a shortage of nursing home beds, and many after-care services for the elderly have fallen to the budget ax.

In the last two years, the state's 550 nursing homes have closed 800 beds. Additionally, cuts in Medicare, the federal health care program for

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Town meeting for employees, Thursday, May 31, at 4:00 pm under the Bulfinch tent. In case of rain, the meeting will be held in the WACC cafeteria.

Maureen

from page 1

Maureen, reported her mother, Cathy, started to develop a rash. This was January 18th. Cathy suspected measles and took the child to Anna Jacques Hospital in nearby Newburyport. The rash, however, turned out to be Stevens-Johnson Syndrome, a very rare skin disease that developed in reaction to the antibiotic and resulted in the sloughing off of most of Maureen's skin.

From Newburyport, Maureen was taken first to New England Medical Center and then to the MGH-affiliated Shriner's Burns Institute where her skin — which was treated in much the way burned skin would have been — began to improve. At that point, however, she began to develop respiratory problems, probably as a result of the Stevens-Johnson Syndrome.

On January 28th she was diagnosed as having ARDS — Adult Respiratory Distress Syndrome — another highly unusual disease which strikes perhaps 1,000 Americans per year. On February 1st, Maureen was transferred to the MGH Pediatric Intensive Care Unit.

"We had her on a ventilator," said Dr. Dan Ryan, the MGH pediatric surgeon who served as Maureen's second primary physician. "We were hoping her lungs

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Maureen Campbell made many friends while at the MGH. The nurses threw a going away party for her the day before she was discharged. Maureen played with balloons, nibbled pizza, and delighted the many well-wishers who attended.

She is pictured here with her family and her primary care nursing team. From left rear are her mother Cathy Campbell, primary nurse Cathy Burke, Neonatal Intensive Care Unit nurse Maureen O'Donnell, Pediatric Intensive Care Unit nurse Kim Jansen, and father Tom Campbell. From left front are Carin Campbell, 3, and Maureen Campbell, 16 months.

Not pictured are Anita Carew and Susan Warden, other nurses who cared for Maureen in the Neonatal Intensive Care Unit. Also, ten respiratory therapists worked overtime to provide 24-hour bedside care during the 34 days Maureen was on ECMO.

Playwright

from page 1

Boston Herald's "10 best" list in 1985. "Natives on the Green" was based on the case of the Tufts University professor who became obsessed with a prostitute in Boston's combat zone.

A member of the Dramatist Guild in New York, Mr. Moss has been writing for 18 years. Many of his plays address medical or historical themes and mix real and imagined characters. He says he foregoes the traditional wisdom of writing about what he knows and often deals with topics he has to research and learn.

Some members of the Department of Molecular Biology assist Mr. Moss by reading his plays. "They are good readers," he said. "They read my plays to see if they enjoy them and if the plays make sense. That's some of the most important feedback you can get."

Mr. Moss echoes the sentiments of many writers about success. "The crucial skill is determination," he said. "You can't go into it expecting anything. You have to create a niche for yourself. You have to be relentless because there will be years of rejection letters."

The elderly

from page 1

the elderly, have caused nursing homes to curtail the number of beds they reserve for Medicare patients.

Nursing shortages and soaring labor costs force nursing homes to deny placement to patients whose care is complicated or labor intensive. "Often a patient who needs a lot of sophisticated care is turned down," said Ms. Moscowitz. "The result is that the sicker patients are staying in the acute care hospitals longer."

The MGH, as well as most other acute care facilities, keep patients in the hospital beyond what is necessary for their care if they have nowhere to go or if discharging them would pose a threat to their health.

For the hospital, patients waiting for nursing home placement

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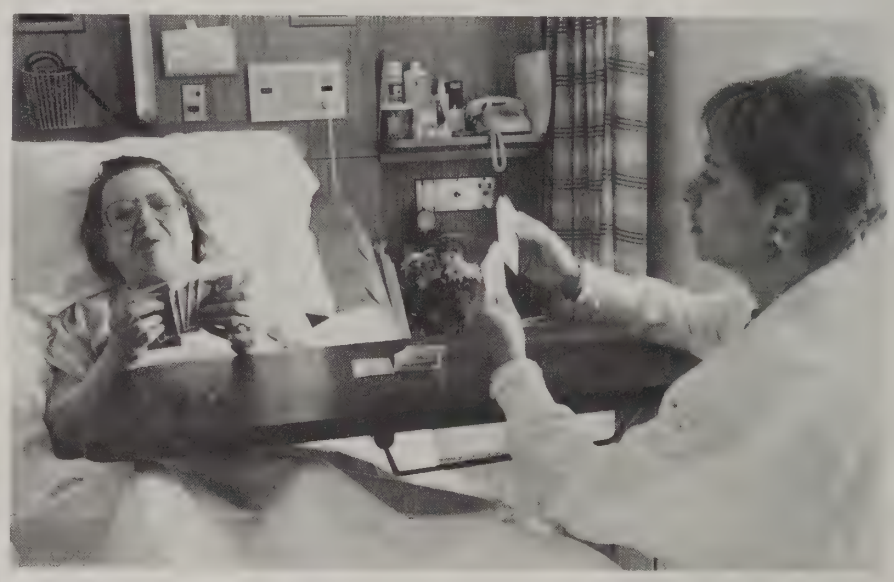

Recreational Therapist Muffy Lutzin plays cards with Frances Nathan of Saugus, MA. Ms. Nathan has been hospitalized at the MGH for more than a year.

Ms. Lutzin provides therapeutic recreational activities and counseling for patients. She does concentration excercises, such as simple card games, with elderly patients and helps them with their grooming. For Ms. Nathan, Ms. Lutzin provides social interaction by scheduling volunteers to visit her regularly and involving her in weekly outdoor cookouts that are available to all MGH patients.

Ms. Lutzin often plays cards with Ms. Nathan and takes her to the MGH Beauty Shop to get her hair done.

Evelyn Bonander receives Ida Cannon Award

Evelyn E. Bonander, Director of the MGH Department of Social Service, was honored in March with the Ida M. Cannon Award for outstanding leadership in the field of hospital social work.

Ms. Cannon in 1907 directed at the MGH the country's first hospital social work department.

The award was established in 1965 by the Society of Hospital Social Work Directors and is the Society's most prestigious honor.

"In a very quiet and unassuming way," said Jane Claflin, Honorary Trustee and Co-Chair of the Capital Campaign, "Evelyn Bonander has made her presence felt throughout the hospital and upheld the enormously high standards of the Department of Social Service.

"The MGH has a proud heritage beginning with Ida Cannon and followed by Josephine Barbour and Eleanor Clark," continued Mrs. Claflin who spoke at the awards

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Evelyn Bonander, Director of the Department of Social Service, sports her "boss with a heart" medallion. The medallion was presented to her by members of the department after she received the Ida M. Cannon award. You guessed it. The portrait behind Ms. Bonander is of Mrs. Cannon.

Marty Marean—the MGH's Lieutenant Nurse

Martha M. Marean, a Clinical Nurse Specialist at the MGH, was commissioned a full lieutenant in the U.S. Naval Reserve earlier this month by former Speaker of the House Thomas P. "Tip" O'Neil.

The ceremony took place on a perfect spring afternoon aboard the U.S.S. Constitution. Ms. Marean's family, friends, colleagues, and well-wishers packed the deck of Old Ironsides as she was sworn in.

Ms. Marean was one of the first two RNs to become a Fellow of the American Society of Colposcopy and Cervical Pathology. She will be the first nonmedical liaison for the Society.

Ms. Marean has worked in the MGH Gynecology Service since 1983. She will continue at the MGH while working part-time for the Naval Reserve.

As part of her reserve duty, she will research the unusually high rate of cervical cancer among Native American women. Other research interests include the effect of in-utero exposure and ambulatory care management of women exposed to DES before birth. Ms. Marean worked as a clinical nurse specialist and co-administrator for the national DES project involving 1500 participants.

Ms. Marean received in 1979 a Master of Science degree in Nursing from Boston College. She received a Bachelors of Science degree in Nursing from Boston University School of Nursing in 1974 and her RN from the MGH School of Nursing in 1967. Ms. Marean has extensive teaching experience and has held an appointment since 1985 as Lecturer on Obstetrics & Gynecology, Faculty of Medicine, at Harvard University. Ms. Marean has a daughter, Simone, 13, and a son Morrell, 19.

MGH nurse Marty Marean received her lieutenant's stripes in a ceremony aboard the U.S.S. Constitution. Here, former Speaker of the House Thomas P. O'Neil and Ms. Marean's daughter, Simone, pin on her stripes.

Maureen

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would start to heal on their own, but her condition continued to deteriorate."

"After she'd been here for a couple of days," said Dr. Dan Doody, an MGH surgeon, "it became very obvious that unless we did something drastic, Maureen was going to die."

She was put on ECMO (extracorporeal membrane oxygenator), an artificial lung that was first tried experimentally in the early 1970s to temporarily take over the work of a patient's critically ailing lungs in order to give them a chance to rest and, hopefully, recover.

"Without ECMO, Maureen's chances of survival would have been basically zero," said Dr. John Fugate, the MGH neonatologist who helped oversee her care. "Even with ECMO, the chances were not good. We knew we'd be able to keep her stable. We just weren't sure her lungs would recover." And so began Maureen's medical history-making 34 days on ECMO — longer, her doctors say, than any other child has ever been on it.

"The trouble with ECMO," said Dr. Fugate, "is that it tends to work much better with newborns, who typically have respiratory distress problems that are reversible. In older children (like Maureen) and adults, the type of disease that is generally suffered results in permanent and serious damage. But at this point we were ready to try anything."

One nurse and one respiratory therapist — the former to watch Maureen, the latter to watch the ECMO — sat by the girl's bedside day and night.

"Everyone on the floor became incredibly involved with Maureen," said one of her primary nurses, Cathy Burke. "It got so that everyone who walked by her room had to peek in and see how she was doing."

But she wasn't doing well. At the end of three weeks, which conventional wisdom deems the recommended cut-off point for ECMO therapy, Maureen's lungs were not healing in any significant way at all. "I had associates," said Dr. Ryan, "who heard about her and told me I was crazy. They told me they would have taken her off ECMO long before. But the fact is that if we had taken her off after that first three weeks, Maureen would have died."

Mr. and Mrs. Campbell recall the period as an agonizing emotional roller coaster. There were crises, as when their daughter nearly went into cardiac arrest after being taken off ECMO for a few minutes so the equipment could be adjusted. There were moments of hope, as when doctors began considering a lung transplant as a viable option.

Most of the time, though, there was the ongoing, numbing terror of having a daughter so near death that "three times," Cathy Campbell recalled, "the doctors told us they didn't think she was going to make it, and that we ought to go in and say goodbye."

On February 27 a donor lung actually did become available in South Florida but the doctors, weighing their options, made the difficult decision to pass it up. Shortly after that Maureen suffered another swift and dangerous relapse. "At that point we were really thinking we might have made the

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What's happening

The furniture, plants, and artwork in the atrium of Building 149 at the Charlestown Navy Yard were donated to the Massachusetts Biomedical Research Corporation (MBRC) by The Raymond Group, developers in the Navy Yard. The MBRC is the corporation which manages Building 149. Pictured from right are Joe McCue, Executive Director of the MBRC; David Frances, President of The Raymond Group; Arthur DiPalma, Building Manager, and his assistant, Philip Doherty. The painting, a retouched photograph taken in 1845, depicts the Marine Barracks and the Commandant's quarters that are situated near the U.S.S. Constitution.

King Kong wishes Dr. Lamont-Havers a happy birthday

Dr. Ronald Lamont-Havers got a gorilla hug in March for his 70th birthday. Patricia Brennan, Department Secretary of the Division of Research Affairs, donned a gorilla suit for the occasion. Dr. Lamont-Havers is former Vice President for Research and Technology Affairs and is currently Deputy Director for General Affairs of the MGH Cutaneous Biology Research Center.

Come walk with us!

More than 25,000 people are expected to hit the road Sunday, June 3rd, for the fifth annual "From All Walks of Life" 10 kilometer walk to benefit AIDS care and research. Last year more than 100 MGHers participated in the walk, raising over $11,000.

There will be a signup table in the WACC lobby from 11:00 am to 2:00 pm today through Friday, June 1. On Friday from 3:00 pm - 5:00 pm a representative from the AIDS Action Committee will preregister walkers. On Sunday, June 3rd, at 8:30 am, MGH walkers will meet in front of the Bulfinch building for a

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MGH HOTLINE

Maureen

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wrong decision in passing up the lung," said Dr. Ryan. "That was a really tough time."

Then — and no one can explain why — Maureen's own lungs began to heal. This healing process was so slow and tentative that on March 8 when the child suffered a small bleed in her head (essentially a small stroke resulting from the long treatment on ECMO) and her doctors decided they had to take her off ECMO, Cathy and Tom thought the end had come.

But Maureen Campbell amazed everyone. She was weaned off ECMO onto a ventilator then, over the course of the next few weeks, she was weaned off the ventilator. Finally, the tracheostomy tube that had helped her breathe was removed. Maureen was ready to go home.

"The recovery of Maureen Campbell," said Dr. Doody, "is really going to change current thinking on the use of ECMO in children. Because up until now it was considered desperation therapy. The ironic fact, though, is that the standard therapy for children with these types of lung problems — the ventilator — over the long run actually damages the lungs it was designed to help. So that by the time children are put on ECMO their lungs are so bad that usually nothing can save them."

Now, he said, physicians will have to consider moving children more quickly from a ventilator to the ECMO. Secondly, he said, the seemingly miraculous self-repair of Maureen's lungs suggests that with longer runs on the ECMO, children's lungs may be able to heal better than had been previously thought.

"It really is a miracle, the way she recovered," said Maureen O'Donnell, a Neonatal Intensive Care Unit nurse who worked closely with the child. "No one can explain it. And even after everything she went through, she's not afraid of people. She's just a really special kid."

"We'd find the nurses sitting with her long after their shifts were over," said Cathy Campbell. "The respiratory therapists were doing all this overtime to monitor the ECMO, as there aren't that many people trained to use it. Over the past four months, we've made so many friends here at the hospital."

"Working with sick children can be so difficult," said Cathy Burke. "But when you see something like this — and I never have before — something that exceeds every expectation, you feel like you have all the encouragement you could ever need to go on forever."

MGH care providers have become almost a part of the Campbell family. Pictured from left are MGH surgeon Dan Doody, Cathy Campbell holding Carin, Tom Campbell holding Maureen, MGH neonatologist Dr. John Fugate, and pediatric surgeon Dr. Dan Ryan.

The elderly

from page 2

mean millions of dollars in losses. Medicare pays hospitals a fixed rate according to diagnosis. For instance, Medicare reimburses the hospital $3,700 to treat an elderly patient for pneumonia. The reimbursement is based on an expected hospital stay of six days and is the same whether the patient stays in the hospital for just six days or for one hundred.

If an elder is acutely hospitalized for 120 consecutive days, he uses up all of his Medicare benefits for life. Elderly patients with chronic diseases or those who must remain in the hospital for several months can soon find themselves without medical insurance and quickly impoverished trying to pay for their care.

The catastrophic health insurance law removed the 120 day limit and expanded nursing home coverage for elderly patients. However, the repeal of the law left many elderly patients where they had started, with few options for long-term care.

The last resort is often Medicaid. Seventy five percent of the patients in nursing homes in Massachusetts rely on Medicaid, the health insurance program for the poor which is paid for jointly by the federal government and the states.

The repeal of the catastrophic health insurance bill also spelled doom for the state's Medicaid budget. The catastrophic bill would have expanded Medicare coverage, thus decreasing the elderly's dependence on Medicaid and motivating nursing homes to increase the number of Medicare beds. With repeal, more of the cost of caring for the elderly is being shifted to the state's Medicaid program. Phillip Johnston, Secretary of Human Services for Massachusetts, estimates the extra cost to be near $70 million.

Paralyzed by a near $1.2 billion deficit, the Commonwealth this month stopped Medicaid payments to nursing homes and hospitals. Nursing homes are still owed $140 million in back Medicaid payments for 1987 and 1988. The state's inability to meet its commitments has caused nursing homes to retrench. To survive, they are turning away even more elderly patients seeking placement.

Most health care providers agree that for patients who are not acutely ill, a nursing home is a much better environment than a hospital. The busy environment of an acute care hospital disrupts patients' schedules and their sleep. As well, said Evelyn Bonander, MGH Director of Social Service, "We don't have day rooms. We have few activities for these patients. So we are not giving them the kind of care they would get if they were in a nursing home."

Additionally, being constantly rejected for placement can be an emotional strain on the patient and the family. "Families get extraordinarily discouraged," said Ms. Bonander. For example, an elderly woman who has Alzheimer's has been awaiting nursing home placement for more than a year. The patient's daughter has been to many nursing homes trying to find a place for her. "That daughter has been from nursing home to nursing home," said Ms. Bonander. "The nursing home sends a nurse out to look at her mother and then turns her down. She would require too much care. To be rejected over and over again is an awful experience for families and patients."

The nation's elderly population is growing. By 2030 it will be more than twice the size it was in 1980. Yet, we lack ways to effectively address the long-term care needs of elderly people, many with chronic illnesses. "The health care system was set up to do acute care," said Ms. Bonander. "We don't have many alternatives for long-term care. By squeezing the elderly into an acute care model, we are trying to fit a round peg into a square hole."

While legislators, advocates, health care providers, and others debate the issue of long-term care, elderly patients continue to wait. But as Ms. Moscowitz reminds us, "Every single person who reaches this point in life deserves the security of easy access to long-term care. We have to find a solution quickly because we are the elderly. It is our future as well."

What's happening

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pre-walk breakfast. Special prizes will be provided for all MGH walkers.

Category 1 Conferences must be reapproved

Time is running out for Category 1 approval for medical conferences. Current approval of conferences expires on June 30. Harvard Medical School's Department of Continuing Education has established a reapproval process.

Applications for reaccreditation and instructions for their completion can be obtained by contacting Ms. Bridget McDonagh at 6-2106. Completed applications returned to her by June 15 will be forwarded to Harvard's Department of Continuing Education for reapproval. Of the annual 50 hours of continuing medical education required for relicensure in Massachusetts, a minimum of 20 hours must be obtained in Category 1 programs.

Cannon award

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ceremony. "It is gratifying to the trustees to see Ms. Bonander follow in the footsteps of these distinguished ladies and bring national recognition to her work and to the Department of Social Service."

Dr. Buchanan sent a congratulatory telegram to be read at the ceremony. He wrote that "Evelyn Bonander's task at this hospital has been especially difficult because she succeeded Eleanor Clark, an outstanding Director for so many years. Evelyn has more than measured up to the challenge. She has been a superb leader from every standpoint." Eleanor Clark, former Director of the MGH Department of Social Service, received the award in 1979.

Ms. Bonander has directed the MGH Department of Social Service for five years. She came to the MGH after 13 years as Director of Social Work at Barnes Hospital in St. Louis, Missouri.

As a long-time member of the National Society of Hospital Social Work Directors, she has chaired many committees and for six years served on the Society's Board of Directors. Ms. Bonander was President of the Society in 1984. She is a frequent and noted lecturer and consultant and has mentored many social workers interested in administration.

Ms. Bonander describes her leadership style as participative and supportive. Over the years she has been most challenged, she said, "to strengthen the department's ability to provide patient programs at a time when health care is truly besieged and, through research, to expand social work knowledge."

The award presentation, which took place on the occasion of the Society's 25th anniversary, was held at the Boston Marriott Hotel at Copley Place. More than 900 people attended the event.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Page 1 illustration by Arch MacInnes

31 May 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

The MGH rated one of the nation's best

Specialists in the United States have chosen the MGH as the best hospital in the nation for three different specialties.

In a poll reported in the April 30 issue of **U.S. News and World Report**, the MGH finished best in cardiology, orthopedic surgery, and neurology. In addition, the MGH finished among the top for five other specialties: third in the country in AIDS, fourth in gastroenterology (GI), fifth in rheumatology (arthritis and related diseases), ninth in urology, and tenth in cancer (MGH Cancer Center).

On the basis strictly of numbers of specialties among the top rated, the MGH with its eight listed specialties was fourth. To profile a top hospital, however, **U.S. News and World Report**, the third largest American news weekly, chose solely the MGH. The MGH was also the only hospital selected for the magazine's photographic essay.

"This achievement is more remarkable," said Dr. J. Robert Buchanan, General Director, "when you consider the following: We don't even have specialties in three of the four fields in which we were not named among the best. Two of these are otolaryngology and ophthalmology.

"The reason we do not have specialists in those areas is to save the community the extra costs of duplicating the services available next door at the Massachusetts Eye and Ear Infirmary (MEEI). For those specialties our patients get their care at the MEEI, which finished first in the country in otolaryngology and third in ophthalmology." (For the third specialty the MGH does not have, rehabilitation, its patients generally go to its nearby major affiliate, Spaulding Rehabilitation Hospital.)

"Second, we operate in Massachusetts, which with New York wins a different poll, the most difficult state in America in which to deliver health care. It's no wonder that the MGH is the only hospital in the Commonwealth chosen as among the best in more than two specialties, and Columbia-Presbyterian with four is the only New York Hospital with even that number.

"It's a tribute to our employees that we have achieved so much under these trying conditions.

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What's happening

Get MGH beautiful!

The MGH Beauty Shop is not just for haircuts. It offers a variety of personal care services for men and women including creative coloring, highlighting, artistic haircutting, permanents, foils, manicures, makeup, and facials. Call ext. 6-3211 for an appointment.

Research study needs volunteers

An MGH researcher needs volunteers for a study comparing right- and left-handers who write with normal and inverted, or "hooked," hand postures. Volunteers are administered a brief handedness questionnaire. They then watch a short cartoon and tell what they can remember of it to the researcher. The 30-minute session takes place at the Neurolinguistics Laboratory on Bartlett 5. Compensation is $7. For more information call Kaaren Bekken at 6-7706.

MGH Golf League starts another season

Golf enthusiasts from beginners to pros are invited to join the MGH Golf League. The league is coed, and participants will be placed on a team according to their level of play. Individual and team trophies will be awarded. Call John Favorito, BSN, at ext. 6-6934, or Jordan Ualasz at ext. 6-3176.

MGH East jewelry sale

The Ladies Visiting Committee is sponsoring a costume jewelry sale in the East Lobby of MGH East, Charlestown Navy Yard, on Thursday, June 7th. The MGH receives a percentage of the pro-

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What's happening

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ceeds from the event.

Optical Shop offers discount

The Optical Shop at the Massachusetts Eye and Ear Infirmary is now offering a discount to all MGH employees. Just show your MGH identification badge to receive a discount of $15.00 off of the price of a pair of eyeglasses. The Optical Shop is located on the first floor of the MEEI. Business hours are Monday - Friday, 9:00 am - 5:00 pm.

Employee discounts available in personnel records

As a benefit to employees, the MGH offers a variety of group discounts. Available through Personnel Records on Bulfinch 2 are coupons or information on the following:

Walt Disney Magic Kingdom Club, Riverside's Amusement Park Celebration Club, Mike's Auto Service in Somerville, Merchants Tire & Car Care Discount, Sarni Cleaners, City Books, Steamship Authority Cruises to Martha's Vineyard & Nantucket, Mass. Buying Power, General & Showcase Cinema Movie Tickets, The Busch Gardens Passport Club.

MGH Coed Sports

Recreational Volleyball begins on Monday, June 4, near the Charles River Bank, and MGHers can participate in scrimmage softball games against the MGH Women's Softball Team this summer. Contact Donna Cutillo, ext. 6-1880 for details.

"This sense of moral mission has faded in much of medicine today, but it seems very much alive here. The Mass. General philosophy stresses the human side of medicine: Patients are seen as human beings who need help, not as machines that need fixing."

---U.S. News & World Report, April 30, 1990

U.S. News rates MGH tops

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In addition to the Massachusetts problem, MGH professionals have had to struggle against the inefficiencies that go with delivering health care in buildings as many as 169 years old. Fortunately by Labor Day most of our patients will be in 21st century patient care rooms."

Since 1967 in national polls which rate hospitals rather than specialties, the MGH has never finished lower than second. The last such poll was conducted in 1987 by the Wall Street Journal, which asked deans of leading medical schools to choose the five best hospitals. Eight of the deans polled chose the MGH for their lists of five best hospitals. Johns Hopkins was second with six listings.

When working alone in the office:

✓ Lock your office door.

✓ Stay close to a phone.

✓ Don't wander into other parts of the building.

✓ Try to work late on nights when others work late and leave with someone else.

When riding the elevator late at night:

✓ Let security know you're coming down.

✓ Check the elevator for suspicious people before getting in.

✓ Stand near the controls.

✓ Get off if someone suspicious gets on.

✓ If attacked, hit the alarm and as many floor buttons as possible.

When going home late:

✓ Ask building security for an escort to your car.

✓ While waiting for public transportation, stand near other people.

✓ If catching a bus, use a well-lighted and frequently used stop.

✓ Sit near the bus driver or conductor.

✓ Watch who gets off the bus or subway with you. If you feel uncomfortable, go directly to a place where there are other people.

TAKE A BITE OUT OF CRIME®

MGH HOTLINE

14 June 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

MGH nurse Jean Harper poses a question to Dr. J. Robert Buchanan. The General Director answered questions that had been left in boxes around the hospital. However, some employees took to the microphone to express their suggestions and concerns.

Town Meeting covers a potpourri of issues

Anonymous questions left in boxes around the hospital helped to structure last month's Town Meeting at which Dr. J. Robert Buchanan, MGH General Director, answered queries and updated employees on a potpourri of issues.

From the number of questions addressing environmental concerns, it appeared that at the MGH, Earth Day is every day. One writer asked about the Department of Dietetic's use of styrofoam. And another questioned whether it was wasteful to use a water-dependent disposal system to deliver trash through pipes from the Ellison kitchen to the trash dump.

As Dr. Buchanan pointed out, the water used in the system is reused. Dietetics is exploring a recycling program for styrofoam. Use of the material should decrease when the new food service system is completely implemented, allowing a return to reusable dishware.

The hospital's paper recycling program has reclaimed more than 400,000 pounds of paper, netted the hospital $20,000 in income, and saved another $16,000 in disposal costs. In recognition that paper products are derived from wood pulp, some of the money earned by the recycling program will be used to buy and plant a sapling on the MGH campus.

On the agenda too was the MGH's cultural environment. A Spanish-speaking employee had written to the General Director expressing discomfort when asked by other employees to speak only English in the workplace. "If you look around this community, we are really a League of Nations," Dr. Buchanan said. "In an urban setting, we should anticipate growing numbers of individuals from cultural, ethnic, and language backgrounds that are different from ours. If we want the kind of work force I know we all want, we need to be accepting, supportive, and courteous."

Tightening belts has helped the MGH's financial waistline, and efforts to increase admissions have

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The little red brick buildings on Cambridge and N. Grove streets win kudos for style

Described by Boston Globe architecture critic Robert Campbell as "outstanding architecture in their own right...fresh, modern, beautiful...well made, especially in the admirable brickwork," the new MGH buildings at Cambridge and North Grove streets have caught the attention of the Boston Preservation Alliance. In April the Alliance recognized the MGH for "the best new construction in harmony with Boston's built environment."

The buildings include the Trustees House on North Grove Street and the Physicians' Office Building at 275 Cambridge Street. The first floor of the office building contains the New England Health Resources Pharmacy and will eventually house another retail outlet.

The building will provide space for about 40 additional physicians in fields such as primary care, orthopaedics, general surgery, dermatology, and women's health. "Because MGH physicians are in such demand, there remained a problem of accessibility to primary care services," said Vincent Cucchiara, Vice President for Program and Facilities Development. "By providing space for more physicians, the MGH can better meet the public's need for its services."

The buildings were designed to complement the red brick construction of the Resident Physicians House on North Grove Street. They supply the added advantage of setting off a new entrance to the hospital and hiding the MGH parking garages. In addition, these buildings, designed by the architectural firm of Thomson French & Associates, bring more of the Beacon Hill ambiance to the MGH campus.

In the Trustees House are offices for the MGH administration, the Trustees Room, and the Claflin Library. The library is used as a conference room and to store MGH archival materials. "The Claflin Library honors the work of Jane Claflin, a member of the MGH family who has been a Trustee and valued friend of the hospital for many years," said Mr. Cucchiara.

The original Trustees Room in the White Building was replicated in the Trustees House. The paintings, furniture, and chandelier were

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MGH honors volunteers
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Dr. Howard Ulfelder will be missed at the MGH

Dr. Howard Ulfelder, 78, an internationally renowned MGH gynecologist and cancer specialist, died of pneumonia April 29 at the MGH. He had suffered for many years from Parkinson's Disease.

In 1971 an MGH team including Dr. Ulfelder published a landmark *New England Journal of Medicine* article demonstrating a link between vaginal cancer in young women and the use of DES by their mothers during pregnancy. Largely through the team's cautious approach, the MGH was able to

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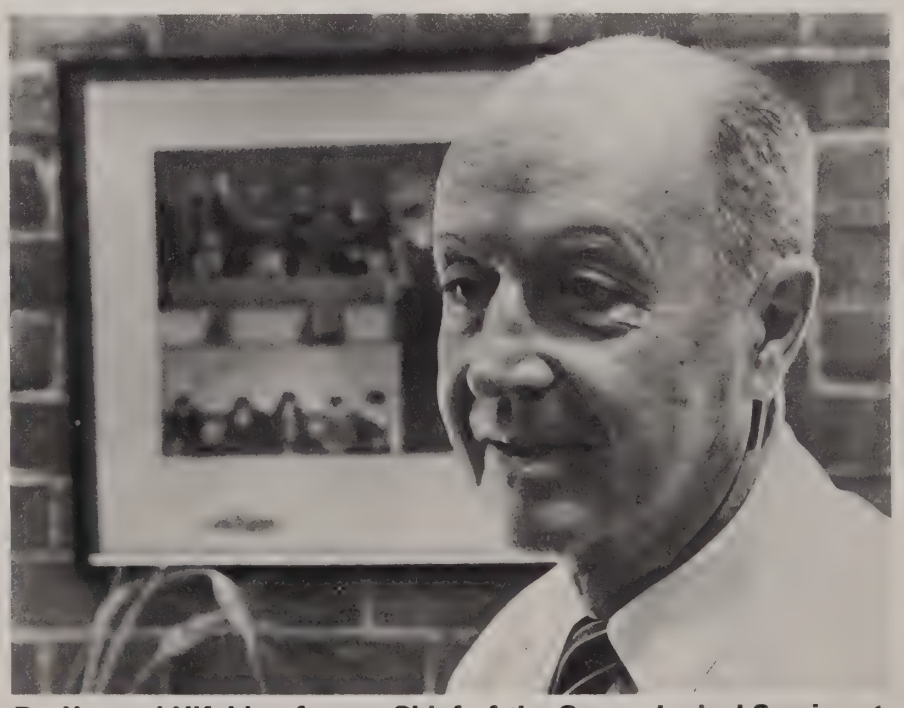

Dr. Howard Ulfelder, former Chief of the Gynecological Service at the MGH, conducted the pioneering research which prompted the FDA to ban the use of DES during pregnancy. Dr. Ulfelder led the team of researchers who discovered that exposure to DES during pregnancy could lead to cancer in the female offspring.

Town meeting

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proven successful. Fiscal 1990 admissions are approaching the 35,000 level, where they last were in 1988. Because of the increase in admissions and cost cutting measures, such as the wage freeze, the MGH is very close to meeting its financial goals.

The General Director praised employees for a series of smooth moves into the Ellison Building. At this writing, nine floors in the new tower are occupied. He called the move "a remarkable feat" and said that "all of the patients fared well as they made the transitions into their new spaces."

Recent vandalism in the Ellison Building and in other areas of the MGH campus prompted the General Director to issue to employees a call to arms. Dr. Buchanan urged employees to take a special pride in the physical appearance of the hospital and to assist with cost control measures by helping to prevent theft. "It is going to take all 10,000 of us to make clear to everybody on our campuses that we want to have a pleasant and attractive facility that has not been defaced or abused," he said.

In response to employees' questions, the General Director addressed several issues regarding benefits. The hospital plans to review compensation for secretaries and other employee groups, and Human Resources is exploring an earned time program that would essentially create a pool of days to cover vacation, holiday, and sick time.

To the applause of the crowd, Jean Harper, an MGH nurse who is retiring after 30 years of service, asked if departing employees could donate their accumulated sick time to a bank for use by MGH employees with very serious illnesses. Thomas Rothwell, Vice President of Human Resources, responded that the hospital allows employees to donate their sick time to other employees who are terminally ill. However, the hospital will consider Ms. Harper's suggestion of creating a general bank where accumulated sick time is not earmarked for specific individuals but is available to any seriously ill employee.

Other topics included the purchase of the Charles Street Jail,

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The Trustees House and the Physicians' Office Building were recognized by the Boston Preservation Alliance as outstanding architectural achievements.

Kudos

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all transferred from the White Building to the North Grove Street Building when administration moved to its new quarters. To duplicate the original Trustees Room on White 1, the MGH Carpentry Shop transferred the columns and the fireplace, with its stauettes, to the North Grove Street Trustees House.

When the MGH carpenters removed the columns from the White Building Trustees Room, gaping holes were left in the wood floor and the decorative ceiling. George Terzides, Special Projects Manager for Buildings and Grounds, matched the wood on the floor and restored the decorative ceiling. Mr. Terzides, sometimes referred to as the MGH's Michelangelo, also completed the carving at the top of the columns.

Dr. Ulfelder

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reassure the thousands of anxious mothers who telephoned and wrote the hospital over the years that followed.

It was estimated that between 1940 and 1971 as many as six million pregnant women and their unborn children were exposed to the drug in the belief it prevents miscarriages. In 1978, the U.S. Surgeon General declared DES harmful and recommended to the Food and Drug Administration that its use during pregnancy be banned.

Dr. Ulfelder became Chief of the Gynecological Service at MGH and Chief of Staff at the MGH's Vincent Memorial Hospital in 1955, succeeding the widely noted gynecologist, Dr. Joe V. Meigs. In 1962 he was named the first Joe V. Meigs Professor of Gynecology at Harvard Medical School.

"He ran an excellent university-type service," said Dr. Gordon J. Scannell, MGH surgeon who began his residency at the hospital in 1940 when Dr. Ulfelder was Chief Resident in Surgery. Dr. Scannell recalled that Dr. Ulfelder was "a very thoughtful surgeon" who preferred to take "a measured approach" to treatment, initially employing conservative means before performing radical, major surgery.

Dr. Ulfelder was involved in the design of the Cox Building, which is the main area for treating ambulatory cancer patients, and emphasized making it flexible for continued use as technology changes.

Since 1973 he served as Deputy for Cancer Affairs to the hospital's General Director.

His war against cancer was a lifelong passion. A light smoker, he gave up cigarettes (long before the Surgeon General's 1963 warning) to avoid serving as a negative role model for his sons.

As early as 1946 Dr. Ulfelder had become — at the society's request — a volunteer for the American Cancer Society. He had already published a number of papers on cancer and at that time was investigating at the MGH the use of the Pap test for early detection of cervical cancer. In 1979-80 he served as President of the Cancer Society's Massachusetts Division, having joined the division's Board of Directors in 1964.

In 1979, the Lucy Wortham James Clinical Research Award was presented to Dr. Ulfelder by the Society of Surgical Oncology for his "outstanding contributions to gynecological oncology over his professional lifetime."

Dr. Ulfelder was born August 15, 1911 in Mexico City. He was educated at Phillips Exeter Academy and Harvard University, receiving his A.B. in 1932 and his M.D. in 1936. Dr. Ulfelder served as a surgical intern and resident at MGH from 1937-1941 and was named an Instructor in Surgery at Harvard

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MGH Honors Volunteers

Last year more than 1,000 MGH volunteers contributed 95,000 hours of service to the hospital. At an awards ceremony in April, the MGH recognized these volunteers whose investment of time and talent helps to make the MGH one of the best hospitals in the country.

Dr. J. Robert Buchanan, MGH General Director, spoke at the ceremony. Referring to the ***U.S. News and World Report*** survey that rated the MGH one of the best hospitals in the country, the General Director said, "You are part of one of the world's greatest institutions, and you are one of the reasons that it is great." W. Nicholas Thorndike, Chairman of the Board of Trustees, acted as Master of Ceremonies.

Recipients of Jessie Harding Awards were Lois Cheston and Joy Kimball.

Ms. Cheston, Chair of the Ladies Visiting Committee, has served the hospital for ten years as a volunteer. On Wednesday mornings, she is at the Gray Family Waiting Area Desk greeting and registering patients' families on the day of surgery. In the Patient Care Representatives office, Ms. Cheston interviews new patients. And in the Flower Shop, she helps customers, delivers flowers to patients and employees, and often brings fresh flowers from her own garden. Pat Rowell, Director of the Volunteer Department, said of Ms. Cheston, "She has a keen interest in the institution, enthusiasm for its endeavors, high energy to carry out the work at hand, and the ability to excite and involve others in the projects she undertakes."

Joy Kimball, an MGH volunteer

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The Wellman Conference room held a capacity crowd of well-wishers during Volunteer Recognition Day. Here, W. Nicholas Thorndike, Chairman of the MGH Board of Trustees, presents a Jessie Harding Award to Lois Cheston who has served the hospital for 10 years as a volunteer. Standing behind the podium is Pat Rowell, Director of the Volunteer Department.

What's happening

Charlestown loves a healthy heart

The MGH Bunker Hill Health Center sponsored a health awareness fest in May at Johnnie's Foodmaster in the Bunker Hill Mall. A variety of health screenings were offered, ranging from cholesterol checks to eye examinations. Displays and demonstrations on nutrition, exercise, stress reduction, and smoking cessation also were available for participants. Nancy Paton, Manager of MGH Nutrition Service for the Health Centers, and Bunker Hill Health Center nutritionist Jan Matousek conducted a tour of the supermarket to demonstrate "heart-healthy" shopping. Cosponsors of the event were Johnnie's Foodmaster and The Charlestown Lions Club.

Peggy Carolan, Manager of the Bunker Hill Health Center, and a cadre of volunteers man the signup table at the BHHC-sponsored health fest in Charlestown. Despite chilly temperatures, 270 residents took advantage of a variety of health screenings.

MGH pediatrician Keith Ashburn takes Larry Mulrey's blood pressure. Mr. Mulrey is the Director of Personnel and Public Relations at Johnnie's Foodmaster, a cosponsor of last month's health awareness fair in Charlestown.

Lab technician Beverly Gibbons checks Judith Evers' blood cholesterol.

(Right) From left, Elaine McCarthy of Charlestown, Dr. Roger Sweet, Director of the MGH Community Health Associates, and Maurine Shea, also of Charlestown, enjoy the health fest and each other's company. The Bunker Hill Health Center, Johnnie's Foodmaster, and the Charlestown Lions Club sponsored the health awareness day at the Bunker Hill Mall last month.

MGH hoopsters take home the trophies

Were you betting on the Celtics, the Knicks, the 76ers, or the Lakers? They all got trounced. But the Cardinals were a sure shot—not for the NBA championship, but for the MGH basketball battle of the year.

The ten game MGH basketball season started in November with six intramural teams competing in the league. The Cardinals took the championship in game five against the Generals. The Cardinals won 59-51 in overtime and ended the season with an 8-2 record.

Cardinals forward Keith McCarthy of Materials Management was crowned Most Valuable Player, and Rolando Mendez of Environmental Services received the Rookie of the Year Award. The Cardinals Team Captain is Larry (Tree) Washington of Security. Other team members include Derix Williams, Brian Keating, and Kevin Drayton of Materials Management; Bill Lopnoski of Transport, and Richard Thames of Medical Records.

Second place went to the Generals. Forrest Mixin is Team Captain of the Generals and Commissioner of the League. Appreciation awards went to Al Dillon (The Warriors), Jesse Thomas (The Running Rebels), Albert Brooks (The Razorbacks), Eric Johnson (The Shockers), and Cecelia Hughes. The awards were presented at a banquet in April.

The MGH hoopsters: Pictured from left are Forrest Mixin, Generals team captain and Commissioner of the MGH League, and Cardinals players Bill Lopnoski and Derix Williams. Kneeling is Larry Washington, Cardinals team captain.

Nancy Paton, Manager of MGH Nutrition Service for the Health Centers, conducts a supermarket tour with a Charlestown resident. Ms. Paton gave shoppers tips on healthy eating and smart shopping.

Person to Person—Living With Cancer

A free support group for cancer patients and their loved ones will begin on July 12th. The group can help participants work on communication skills, deal with feelings, share coping strategies and resources, and get on with living. The support group meets consecutive Thursdays from 6:30 pm - 8:00 pm. For details call Evelyn Malkin, LICSW, at 726-8187 Wednesday through Friday.

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MGH HOTLINE

The MGH—a laboratory for learning

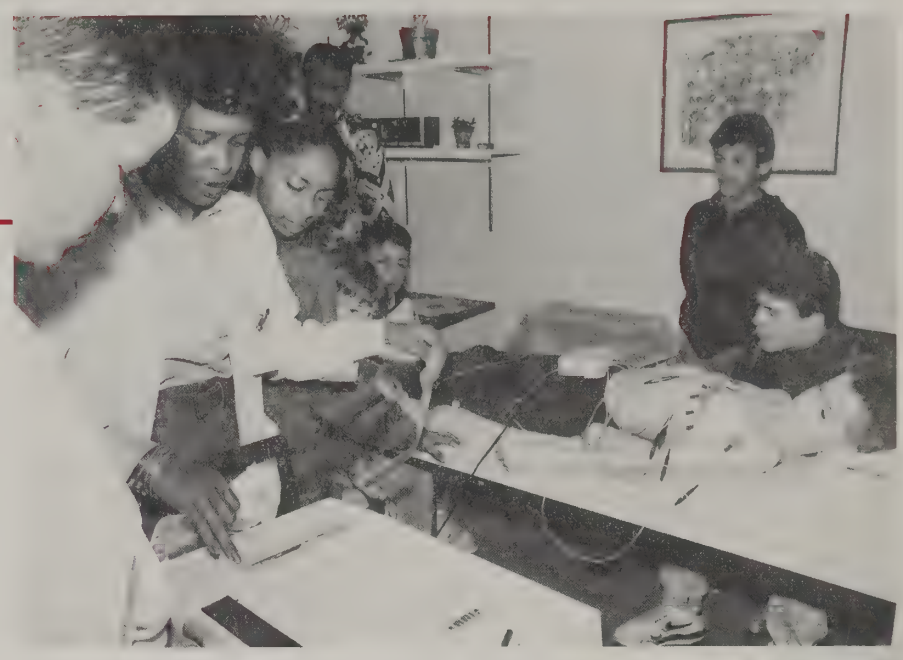
For 31 students from the Timilty Middle School in Roxbury, the MGH was this spring a laboratory for learning. MGHers from a variety of departments provided learning opportunities for the students who were visiting in preparation for the Timilty's 10th Annual Science Fair.

Nicholas Smith of Charlestown won the Best of Fair Award in Biology. The Best of Fair Award is the highest honor given in the Timilty fair. His project was on the human heart and included his own EKG strip.

Laura Leach, a 6th grader at the Timilty, received the Best of Fair in Health Sciences Award for her project on diabetes. She demonstrated how diabetics give themselves insulin injections and test their own blood-sugar levels. Another student who visited the MGH placed third in the Timilty fair for a project on food molds. Nine of the Timilty students also participated in the city-wide science fair.

One hundred and fifty students entered the Timilty fair and the categories included botany, chemistry, physical science, astronomy, zoology, health sciences, and anatomy. Students visited Infection Control, the Diabetes Associates, the Pharmacy, the Cardiac Service, the Cardiovascular Health Center, Radiology, Speech-Language Pathology, the Dermatology Associates, Oral and Maxillofacial Surgery, and the Reading Disabilities Unit.

Tom Marcussen, who helps coordinate the MGH Timilty partnership, is looking for volunteers to host Timilty students when they visit the MGH. There is also a need for mentors, or employees who are willing to assist with a reading program at the school. Mr. Marcussen says that there are a multitude of opportunities for MGHers to work with the Timilty youth. Call him for more information at ext. 6-5055.



Here, EKG technician Shirley Thomas employs the help of Nicholas Smith of Charlestown to demonstrate how to take an EKG. Later, Dr. Peter M. Yurchak, Director of the Outpatient Cardiac Clinic and the EKG Laboratories, described to Timilty students how the human heart works.

Town meeting

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signage, and the recent practice by the MGH Department of Police and Security of enforcing parking regulations.

To keep throughways clear for emergency vehicles, MGH police officers are now issuing 75 to 100 tickets each day. The hospital does not receive any income from the ticketing.

The MGH has agreed to delay the purchase of the jail for another year to help alleviate prison crowding, and new signage similar to that in the Ellison building is planned for the rest of the hospital.

Disputing rumors that the new administration buildings on North Grove and Cambridge streets are luxurious, Dr. Buchanan invited employees to an upcoming open house. He noted that the buildings will pay for themselves in several years and said that the hospital purchased them at about the same rate at which it was renting administrative space at Charles River Park.

Additionally, most of the furnishings were brought from the Trustees Room on White 1, donated to the hospital by friends, or are Dr. Buchanan's own personal possessions. The extra space, said the General Director, will allow administrators to better work together and provides an appropriate work setting for a distinguished Board of Trustees.

The Town Meeting, the first this year held under the Bulfinch tent, was often peppered with laughter. A question suggesting a visit to the Trustees House while the General Director was away, brought laughter from the crowd and a rueful reply from Dr. Buchanan. "I want to be there to know that you've seen it," he said.

What's happening

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SkinSavers '90 a success

Last month the MGH Dermatology Associates, Employee Health Service, and the MGH Cancer Center sponsored the American Cancer Society's SkinSavers '90 day by holding a skin screening for MGH and MEEI employees. The program was a resounding success.

Forty-eight percent of the employees screened were referred to dermatologists for additional evaluation of skin conditions. If you have concerns about moles or other skin problems, the Employee Health Service can provide information about MGH dermatologists and clinics. Stop by the service on Bulfinch 1 or call ext. 6-1625 for more information.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Volunteers

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for 15 years, has donated more than 5,000 hours to the hospital. As a Family Liaison Volunteer in the Emergency Department, Ms. Kimball keeps family members updated on the condition and location of patients and supports the administrative and nursing staffs. She interviews new patients in the Patient Care Representatives office, and she provides administrative support in Admitting. She is a member of the Vincent Club and the MGH Service League.

During the awards ceremony, Ms. Rowell referred to Ms. Kimball as "a woman who is clear about her choices, who does not seek the spotlight for herself, and who serves as an outstanding example of a woman who has made a commitment to service."

The Jessie Harding Award, which honors exceptional service, was named after Mrs. Jessie Harding, a former volunteer with the MGH Red Basket Errand Service.

The MGH honored the Central Supply Service and Linen Pack Prep Room with the Trustees Award.

This year, the department, managed by Agnes Flaherty, trained nine volunteers who contributed 1,610 hours of service. The Trustees Award honors departments for supportive and creative use of MGH volunteers.

MGH Picture Awards for outstanding volunteer service to the MGH went to:

Michael Fiore, Speech and Language Pathology
Ben Giannusa, Chaplaincy and Interpreter
Natalie Hope, Emergency Department Family Desk
Francisco Latorre, Recreational Therapy
Chenwei Lee, Emergency Department and Operating Room
Ruth Norr, Surgical Day Care Post Recovery Lounge
Sue Quinby, Service League Reception Center
Kathleen Robbins, Information Desk
Mary Rowe, MGH Flower Shop and Workroom
Sylvia Shulman, Speech and Language Pathology and Central Supply Service
Nalini Singh, Recreational Therapy and Diabetes Research

Making the MGH Honor Roll for outstanding length of service were:

Judy Paige	25,889
Edith Palmer	23,366
Connie Thibodeau	12,959
Betty Paul	12,608
Sally Taylor	11,421
Phyllis Welch	10,338
Franny Aldrich	10,165
Charles Snelling	8,940
Kathryn Mootz	8,332
John Barry	8,300
Maurice Greenbaum	8,014
Janette Chaffee	7,983
Ellie Hackett	7,516
Natalie Metcalf	7,163
Ida Cerbone	6,894
Jean Swaim	6,887
Rose Zizzo	6,288

Dr. Ulfelder

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Medical School in 1946 upon his return to MGH from service with the US Army Medical Corps. During the war he was Chief of Surgery with a Station Hospital in England and later France.

In the early 1970s, when he was found to be suffering from the onset of Parkinson's Disease, Dr. Ulfelder gave up the practice of surgery and took on clinical administrative duties.

Dr. Ulfelder leaves his widow, Ethel, three sons, Howard Jr., of Chilmark, Martha's Vineyard, John, of McLean, Virginia, and Thomas H., of Concord, Mass., and six grandchildren. The Ulfelders lost a fourth son to Ewing's Tumor, a form of cancer, in 1967.

MGH HOTLINE

5 July 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

The A+ Team: Radiology escorts put patient care first

Laureston Layne, Radiology Unit Secretary, gives an assignment to patient escort Tricia McQuade while Norman Martinez fills out his daily log. "The most valuable lesson from the training was how to make the right choices," said Ms. McQuade. For all 27 Radiology patient escorts, the right choice is patient care.

For three weeks, 14 Boston residents came to the MGH for an innovative pilot pre-employment training program for Radiology Department patient escorts. They came without being paid, compensated only with subway tokens and lunch vouchers.

Training and Development had anticipated that one third of them would drop out in the first week and that 25 percent of them would fail the competency tests at the end of the program. All 14 trainees beat the odds.

In May, the MGH graduated its first class of Radiology patient escorts (formerly called transporters). They come from diverse backgrounds. Yet they have one thing in common—their commitment to patient care.

Juan Colon and Linroy Morgan were called to an orthopedic floor to escort a patient to Radiology for testing. The man was in traction and in pain. As they escorted him on a stretcher, gingerly lifting him over the lip of the elevator entrance, they talked about what they do and why.

"I am here for the patient's comfort and safety," said Mr. Morgan. "The patient comes first." His colleague echoed his sentiments. "When they (patients) are in my hands, I am solely responsible for them," said Mr. Colon. "And I meet a new friend each day. "

Mr. Morgan lives just blocks from the MGH. He had been unemployed for more than a year when he entered the training program. Mr. Morgan said that he finds his job so rewarding he would not miss a day. "If I couldn't walk," he said, "I would roll out of my bed and down the hill into the MGH."

The program was designed by Training and Development and the Department of Radiology. "Training is usually done in a spray and pray manner," said Klara Sztucinski, Manager of Training and Development. "You address as many problems as you can and hope something works. But this is not the best approach. It is much better to identify specific needs and then develop a program to meet those needs."

Radiology was faced with low morale and productivity among transport employees, and, over a period of six months, an 80 percent turnover rate. To uncover the root of the problem, Ms. Sztucinski conducted extensive interviews with managers in the department, transport employees, and other health care professionals, as well as with patients. What she found was a group of employees who felt alienated from the department and the hospital, who had no real sense of the MGH mission, and who had not been adequately trained.

Working with Radiology, Ms. Sztucinski developed a competency-based program which addresses four major issues—recruitment, operations, work-place

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Clinical lab employees honored: Amy Wong, Employee of the Year

Amy B. Wong, Chief Technologist in the Blood Transfusion Service, is the 1990 MGH Clinical Laboratory Employee of the Year. Ms. Wong was nominated by her peers and received the recognition based on her technical ability, leadership, commitment, and excellence.

Dr. Thomas Fuller, Acting Director of the Blood Transfusion Service (BTS), praised Ms. Wong's knowledge of transfusion medicine. "She has contributed to the BTS in many ways," he said, "but her most significant contribution is her technical expertise in transfusion medicine. She has a

Amy Wong displays her plaque. She was chosen by her peers as Clinical Laboratory Employee of the Year.

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Curiosity and cookies at the Trustees House

You couldn't beat the tasty treats that came from Irene Faneuil's and Helen Twohig's kitchen at last month's open house. Ms. Faneuil (left), an MGH volunteer and benefactor, and Ms. Twohig, a retired MGH employee, helped serve the goodies at a reception for employees at the Trustees House. MGH administrators greeted employees and conducted tours. See page 2 for story.

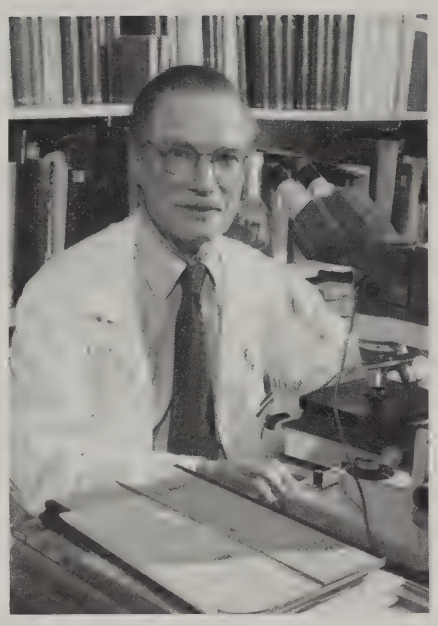
Symposium honors Dr. E.P. Richardson, Jr.

A symposium and dinner in honor of MGH neuropathologist Dr. Edward Peirson Richardson, Jr., was held in April. The symposium featured seven internationally renowned neuropathologists who also were Dr. Richardson's former students.

The speakers included Dr. Henry deF. Webster, President of the International Society of Neuropathology, who completed his residency under Dr. Richardson in the 1950s; as well as Drs. Arthur K. Asbury, editor of the *Annals of Neurology;* Richard T. Johnson, Chairman of Neurology, Johns Hopkins University; and Donald L. Price, President of the American Association of Neuropathology, all of whom trained under Dr. Richardson in the 1960s.

The symposium drew participants from all over the world, filling the Ether Dome to overflowing. The dinner which followed was attended by more than 270 people. Dr. Richardson's portrait, which was commissioned by his colleagues, was unveiled at the celebration and will hang in the White 12 Neurology Library. The artist is Arthur Lidov whose son Hart also trained under Dr. Richardson.

This acknowledgement of Dr. Richardson's work was reminiscent of similar honors paid to his father who became Chief of Surgery at the MGH in 1927. In 1949, Dr. E.P. Richardson, Jr., and his brothers, Elliot (Attorney General during the Nixon administration, MGH Trustee during the 1960s, and member of the corporation), and George (Acting MGH Chief of Gynecology from 1985-1988) established the Edward Peirson Richardson Lectureship in Medical Science to honor their father's work. The sons also commissioned a portrait of their father which hangs in the Bigelow amphitheater.



A symposium and dinner honoring Dr. E.P. Richardson, Jr., a renowned MGH neuropathologist and neurologist, drew nearly 300 researchers from around the world.

Dr. Richardson, who is also a neurologist, comes from an illustrious line of surgeons who have shared a long familial history with the MGH. His grandfather, Dr. Maurice Howe Richardson, was in

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Employee reception at the Trustees House

Last month, Dr. J. Robert Buchanan, MGH General Director, and the MGH Board of Trustees held an open house at the new Trustees House on North Grove Street. The event, marked by sunny skies and a festive mood, drew more than 400 employees. MGH administrators conducted tours of the building and their offices.

Signs displayed prominently throughout the building indicated the origin of the furniture and paintings. Most came from the offices and former Trustees Room on White 1. Others were donated to the hospital or were personal belongings of administrators.

The aroma of fresh baked cookies had as much to do with drawing the crowds as did curiosity about the new building and its furnishings. In preparation for the event, MGH administrators, their staffs, and friends spent nights baking cookies and pastries. Dr. Buchanan's sugar cookies were one of the many culinary hits.

MGH General Director Dr. J. Robert Buchanan welcomed MGH employees into his office during the reception at the Trustees House. Here the General Director poses with new-found friends. From left are Anna Hernandez and Betty Lange of Human Resources; Dr. Buchanan; Beth Harmon, Ellen Bosque-Hamilton, and Charline Schwartz of Pharmacy; and Paul Dansereau of Physical and Occupational Therapy.

MGHers honored

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keen savvy for knowing what is relevant."

Ms. Wong received in 1978 a Bachelors degree in Medical Technology from Northeastern University and completed one year of advanced training to gain certification as a Specialist in Blood Banking. She came to the MGH in 1984 as a Technical Specialist in the Reference Laboratory and later worked as Laboratory Supervisor.

As Chief Technologist, she oversees the processing and testing of donor blood and the compatibility testing of patient samples. "The goal of the BTS laboratories," said Ms. Wong, "is to provide a safe, high quality product in the most efficient manner possible."

According to Dr. Michael Laposata, Medical Director of the Clinical Laboratories, Ms. Wong does that by being an exceptional leader.

"She helps the 40 employees under her tutelage function as a cohesive unit," Dr. Laposata said. "It is Amy's organizational and inspirational capability that is important. She has a lot of patience and understanding. And she has a tremendous technical background."

Her colleagues agree. Wrote Linda White in a nomination letter, "Amy is the one with her hand on the wheel of daily lab operations, leading and directing us in smooth performance of tough technology. Endowed with magnificent personal ideals and work ethic, common sense, and a kind and gentle manner, she is a daily inspiration to all who have the privilege of associating with her."

Ms. Wong is a past Director of the Board of the Massachusetts Association of Blood Banking (MABB), and currently serves as

continued on page

In General

MGH surgeon **Dr. Andrew L. Warshaw** was recently appointed Associate Chief of Surgery at the MGH.

Dr. Warshaw, who is also Professor of Surgery at Harvard Medical School, has served the MGH for 27 years. He was chairman of the MGH Staff Associates Executive Board from 1986-1988. In addition, he has served on the Committee on Research and the Quality Assurance Board, and is currently Secretary of the Surgical Coordinating Committee.

He also is Director of the American Board of Surgery, Secretary-General-Elect of the International Association of Pancreatology, and a member of the American College of Surgeons.

The Associate Chief of Surgery is a new position. In addition to assisting Dr. W. Gerald Austen, Chief of Surgery, Dr. Warshaw will have special responsibility for the subspecialties which fall under general surgery.

Dr. Warshaw is especially interested in conditions of the pancreas, liver, and digestive tract, including pancreatic cancer.

Dr. Andrew Warshaw, Associate Chief of Surgery.

Larry Martin shows MGH employees plans for Tower 2. MGH administrators in the Trustees House hosted an open house for employees last month.

Good eats, sunshine, and a festive mood helped make the open house a success. Here a group of employees enjoy conversation and refreshments.

Linda Stulgis, Assistant to the General Director, and Stephen Kauffman, Associate General Director, helped serve the goodies at last month's open house.

The A+ escorts

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culture, and training.

The two most important recruitment criteria were a high level of motivation and an interest in patient care. Trainers interviewed 55 people for the positions and asked why each wanted to work at the MGH. Only those who were motivated by a desire to work with patients were considered.

To address operational issues, the department decentralized its transport operation, assigning escort employees to an area of their choice. This helped alleviate feelings of alienation. Patient escorts now attend staff meetings and assist in other duties such as answering the phones, developing films, or talking with patients while they await tests.

"We wanted to encourage teamwork and increase efficiency," said Susan Nugent, Radiology Support Services Manager. "Decentralization helped us to do that. Now patient escorts work more closely with patients and other members of the health care team. The result is that productivity is up."

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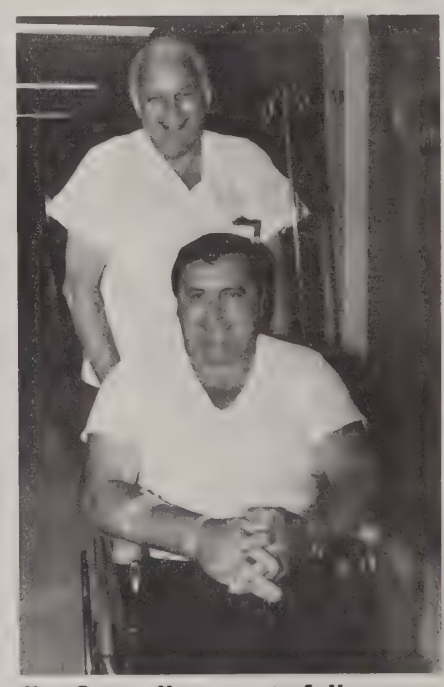
The fabulous fourteen after graduation. From left rear are Linda Bannister, Joseph Bucci, Juan Colon, Plinio Cabrero, Luis Rodriguez, Jim Connelly, and Linroy Morgan. From left front are Rafael Melendez, Victor Blanco, Ruben Velez (seated), Ercilia Morales, Jerry Davis, Norman Martinez, and Thomas Burke.

Ercilia Morales and Luis Rodriguez prepare a stretcher before picking up a patient.



Jim Connelly escorts fellow Irishman Timothy O'Sullivan back to his room.

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At the age of 54, with two daughters in college, Jim Connelly found himself without a job. For a year and a half he searched, and finally, with the help of Operation Able (a job placement service for older people), he discovered the MGH.

Mr. Connelly was attracted to the hospital because of its reputation for giving older people a chance at work and advancement. But what most attracted him was the MGH's reputation for patient care and assurances that patient escorts would be central to that mission. "In the Department of Radiology," he said, "we are the first line of defense. It is up to us to make sure that the patient is taken care of."

What's happening

New retail pharmacy on MGH campus

New England Health Resources, co-owned by MGH Health Services Corporation, has opened a retail pharmacy on the MGH campus.

To introduce itself to the neighborhood, the pharmacy is offering MGH employees a 10 percent discount on all health and beauty aids and a dollar off the copayment for any prescription. You must present your MGH identification badge to take advantage of the discounts.

In addition to being a provider for many prescription insurance plans, the pharmacy offers convenient prescription pickup. Community health screenings and additional discounts are planned.

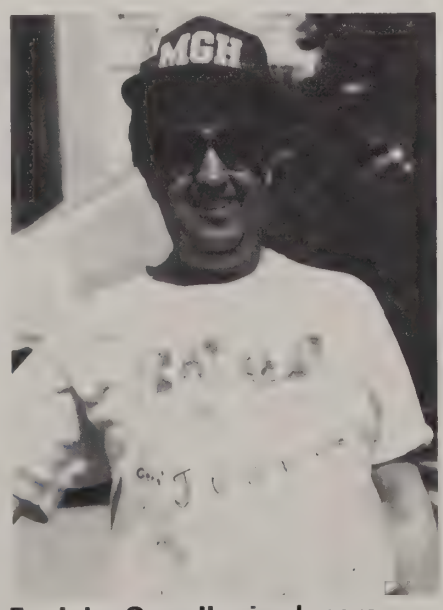
NEHR is the result of a partnership between the MGH and the Community Practice Program at the New England Medical Center. (The company however will soon change its name to Chartwell Home Therapies.)

LVC sponsors first MGH crafts fair

The MGH is having its first employee crafts fair in September. The Craft Show and Sale is being sponsored by the Ladies Visiting Committee on Friday September 14, from 9:00 am - 5:00 pm. All handmade crafts are welcome, though items must be approved in advance by the LVC. Participation is limited to MGH employees and volunteers. Employees must participate on their own time. MGHers can rent tables for $30. Space is limited so register now. For additional information, call Lesley Kaufman at 6-2363.

From All Walks of Life

From all areas of the MGH including the Navy Yard, main campus, and all of the health centers, employees walked last month to support AIDS care, research, and education. More than 100 MGHers donned MGH caps and embarked upon the fifth annual "From All Walks of Life" 10-kilometer walk. They raised more than $15,000 in donations. Two of the group raised well over $1,000 each: Mark Lerner from Radiology and the Rev. John Carroll, Catholic Chaplain.



Fr. John Carroll raised more than $1,000 in the 10K walk for AIDS. Before the walk, the MGH Catholic Chaplain stenciled on his shirt the names of AIDS patients who had died.

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MGH HOTLINE

The A+ escorts

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Radiology developed performance standards and job criteria for the position. Skills-based training addressed specific areas such as the use of equipment, knowledge of patients' expectations, MGH and departmental policies, and escort procedure.

To help trainees better understand their work environment, educational sessions addressed a variety of issues including infection control and examination procedures. To experience how a patient felt being wheeled on a stretcher, the aspiring escorts took turns lying on one. They soon learned that fast speeds and being jostled onto an elevator weren't much fun—even for the healthy.

"The first and most important goal of the Department of Radiology is to provide the highest quality radiological care to patients at the Massachusetts General Hospital," said Dr. James Thrall, Radiologist-in-Chief. "The majority of inpatient exams require patients to come back and forth to the Radiology Department. The patient escorts are the people who accomplish the process and therefore represent the first and last contact of the Radiology Department with the patient."

For many patients, that contact has been memorable. Recently, after escorting a patient to a testing site, Ruben Velez took a lunch break in the employee lounge on Ellison 2. When the test was over, the woman requested that Mr. Velez return her to her room. Though other patient escorts were prepared to escort the patient, Mr. Velez insisted on leaving his lunch half eaten to grant the woman her request. Ms. Nugent noted that patients, so impressed by the escorts, often request them by name.

"Our goal was to educate patient escorts and management," said Ms. Nugent. "We needed the patient escorts to understand the impact of their role on patient care and to feel like members of the Radiology team. And it was as important for Radiology management to understand the importance of the position and realize that it is a team effort."

The department employs 27 full- and part-time patient escorts. When the fourteen trainees completed their training, they filled in for seasoned employees who went through a one-week version of the class.

Peter Downey, who had already worked at the hospital for six months, said that the training program improved teamwork and imparted the importance of quality patient care. "I learned that I can either brighten the patient's morning or ruin his morning," said Mr. Downey. "Its nice to brighten someone's day."

"The equation always comes back to people," said Dr. Thrall. "In the final analysis, the quality of care we deliver is a function of the quality and caring of the people who work together at the MGH. I would like to see the Radiology escorts recognized as full participants in that process."

Dr. Richardson

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1912 the first Chief Surgeon at the MGH. His portrait also hangs in the Bigelow amphitheater. Dr. Richardson's mother, Clara Shattuck, was the daughter of the late Dr. Frederick C. Shattuck, former Chief of the East Medical Service at the hospital.

Dr. Richardson, who is also Bullard Professor of Neuropathology, Emeritus, at Harvard Medical School, was the original describer of a brain disorder called Progressive Multifocal Leukoencephalopathy (PML), or Richardson's disease. He also is known for his research on Huntington's disease and Alzheimer's disease.

In 1988 Dr. Richardson received the Award for Meritorious Services to Neuropathology from the American Association of Neuropathologists. He has served on the editorial boards of numerous publications including *Neurology*, the *American Journal of Pathology*, and the *Journal of Geriatric Psychiatry and Neurology*. Dr. Richardson is a member of the Royal Society of Medicine and a past president of the American Association of Neuropathologists.

For 47 years he has served the MGH as a clinician, teacher, researcher, and administrator. As director of the hospital's Neuropathology Training Program for 38 years, he has helped shape some of the leading minds in his field.

Dr. Richardson's colleagues describe him as soft spoken and unassuming. Said Dr. Tessa Hedley-Whyte, Co-Chair of the symposium, "Dr. Richardson has had a long association with the MGH, and he is an international leader in neuropathology. We decided it was time to honor him."

The celebration was organized by Drs. Umberto DeGirolami, Elizabeth Dooling, Hedley-Whyte, and Allan Ropper.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Dr. Cyrus Hopkins, President of the MGH Staff Associates and Chief of the Infection Control Unit, hands Jackie Bastille, Director of the Treadwell Library, a check for $4,500. The check is part of an $18,000 donation the Staff Associates will make to the Treadwell Library this year. The monies will be used to buy computer equipment and help meet staff needs. "This donation has made the difference in our ability to bring library services and systems up to the state-of-the-art," said Ms. Bastille. The MGH Staff Associates have been benefactors of the library since 1986.

What's happening

from page 3

Temps celebrate first anniversary

More than 100 people attended the first anniversary celebration of the Bulfinch Temps, including temporary employees and members of the MGH administration. Temporary employees received appointment books, and caps that read "Number One Under the Sun." Temps who had given one year of service were recognized. The Bulfinch Temps has placed nearly 200 employees throughout the hospital.

Right, Mary French, Director of the Bulfinch Temps, joins employees for a celebration of the service's first anniversary in May.

MGHers honored

from page 2

First Vice President of the association. She is also a member of the American Society of Clinical Pathologists.

Ms. Wong often lectures on blood banking and has published several articles. She conducted a seminar on a computerized aid for antibody identification at the MABB annual convention in May.

At the awards ceremony in April, she received a $150 stipend, and her name was engraved on a plaque which will be displayed in an MGH corridor.

Clinical Laboratory employees **Michael J. Meskell** and **Robert S. Zullo** were also recognized for excellence. They each received a Special Recognition Award with a $100 stipend.

Mr. Meskell, Senior Technologist in the Thyroid Unit, has worked at the MGH for 11 years. "Mike takes his job very seriously," said Linda Ardisson, Lab Supervisor in the Thyroid Unit. "He is conscientious, personable, and goes beyond what is expected. And he is genuinely concerned about patients and his colleagues."

Mr. Zullo, Medical Technologist in Pediatric Microchemistry, was a police officer before coming to the MGH in 1987. "You try to do your best even in difficult situations," he said. "Being able to help patients as much as I can is the most rewarding aspect of my job."

Other employees acknowledged for outstanding contributions were:

Evelyn T. Basso, Histotechnologist, Neuropathology
Mary L. Bertucio, Medical Technologist, BTS
Paula Chamberlain, Technologist, Chemistry
Richard R. Emrich, Manager, Computer BTS
Rosemary T. Jaromin, Senior Technologist, Hematology
Mildred J. Johnson, Clinical Lab Assistant, Hematology
Rod Larcom, Technologist, Chemistry
Ann Y. Lau, Senior Medical Technologist, Bacteriology
Ida D. Leone, Medical Technologist, Cytogenetics
Irma R. Pierre, Team Leader, IV Tech, Phlebotomy
Janet R. Shopis, Senior Medical Technologist, BTS
Luz Stella Sierra, Medical Technologist, Infectious [illegible]se Unit

MGH HOTLINE

2 August 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Roslyn Taylor-O'Neale, an internationally known diversity expert from Digital Equipment Corporation, led a workshop in April entitled "Managing Diversity."

Here she conducts an experiential exercise in which she directs participants to divide themselves into groups according to criteria such as age, gender, race, and marital status. Participants then discussed their feelings about the different groupings.

The workshop was sponsored by Training and Development. A videotape of the two-hour presentation is available by calling ext. 6-2230.

Valuing differences and diversity

By the year 2000, women and people of color will dominate the American work force. In the next ten years, the number of White males in the labor force will increase by only 15% with minorities, women, and immigrants accounting for the rest of work force growth.*

We view these statistics like futurists looking at some distant tomorrow. They are, to us, simply predictions. But ***Work Force 2000*** is here—today—right now—in the corridors of the MGH.

"Eighty-five percent of the work force of the year 2000 is already in the labor force," said Roslyn Taylor-O'Neale, a diversity expert from Digital Equipment Corporation who spoke at the MGH in the spring. "We," she said, pointing to her listeners, "are the managers, the leaders, the employees of that work force. We are it!"

Given the realities of an emerging work force that is increasingly diverse, an organization's ability to compete will depend largely upon its ability to harness the productivity of all of its workers.

"If you're going to have men and women working together, if you're going to have Hispanics and Whites working together, if you're going to have Blacks and Asians and Native Americans working together, you need to have some way in which we can learn to talk to one another, work with one another, trust one another, learn from one another, and lead one another," said Ms. Taylor-O'Neale.

The MGH hires 48% of its employees from the city of Boston where the majority of the population is comprised of minorities (The use of the term 'minority' is increasingly a misnomer.)

Cultural diversity has arrived. The challenge is to learn from and about other cultures, to avoid stereotypes, and to celebrate differences. (See related story: "Celebrating Us! The MGH hosts cultural diversity fair.")

Toward this end, MGH employees agreed to share with the Hotline their thoughts on the diversity they see around them each day.

Nancy Kessner, an MGH librarian, says that the Warren Library has become a starting point for employees, visitors, and patients getting to know the environment. "You can stand still in the hall outside the library and see an incredible variety of people," she said. "It is a marvelous opportunity. Where else can you have such variety?"

Terry Mirabito, RN, MPH, Director of Ambulatory Care Nursing, has practiced nursing in the Caribbean and in Africa. Ms. Mirabito helped establish the first family nurse practitioner program in the Eastern Caribbean and acted as a family planning consultant to the Ministry of Health in Ghana. (See otline, July 1988.)

"When I returned to Boston after my experience in developing countries, I saw people from different cultures through different eyes," she said. "We have many nations represented in this hospital. Living in the Caribbean gave me a much broader understanding of the richness of their culture."

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Adult high school diploma program graduates 19

For Marie Pardovany, a high school diploma is like a passport to success.

Ms. Pardovany is one of 19 MGH employees who recently graduated from the hospital's adult high school diploma program. For one year these employees attended classes three evenings each week. They studied, despite maintaining jobs and taking care of families. For their hard work each was handed a diploma from the Christopher Columbus High School at a ceremony at Harvard University in June.

When Ms. Pardovany moved to Boston from Canada ten years ago, she spoke only French. But she quickly overcame her language barrier by reading newspapers and magazines. Her first job was as a Unit Assistant in the Neurological Intensive Care Unit at the MGH. She is still on Bigelow 12 but now as an EEG technician, a position she has held for six months. She saw the adult diploma program as a way to move up.

With a full-time job and three children to care for, moving up wasn't easy.

From work Ms. Pardovany went to classes which were held in Ruth Sleeper Hall. There she learned math, science, social studies, English, reading, and writing. Each evening she took the bus home to Hyde Park where she prepared dinner for her family and tried to squeeze in a few hours of study. Ms. Pardovany said that her sched-

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Marie Pardovany, a recent graduate of the hospital's adult diploma program, worked for nearly ten years as a Unit Assistant on Bigelow 12. She is still on Bigelow 12, but now as an EEG technician.

Celebrating Us! The MGH hosts cultural diversity fair

To recognize the diverse cultures that make up the MGH community, the hospital will host on September 12 a cultural diversity fair under the Bulfinch tent and in the general cafeteria.

The fair, called **"Celebrating Us: A Festival of Cultural Diversity,"** will include live music, international fare in the main cafeteria, and educational exhibits by organizations representing Boston's diverse communities.

Under the Bulfinch tent, popcorn and cotton candy will add to the festive air and tickle MGH palates.

In the main cafeteria, the Department of Dietetics will feature an international menu prepared from recipes submitted by employees. Details on the entertainment are forthcoming though tentative plans include a steel drum band, a Brazilian dance troupe, a jazz pianist, and an Andean band.

To ensure that the many cultures within the MGH community are represented, we welcome the assistance of MGH employees and volunteers. If you would like to assist with the fair, or have suggestions, please call Joe Salvucci in Personnel Records. All ideas are welcome. The fair is sponsored by the MGH Administration.

Inside

Earle Chapman dies at 86
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Institute students graduate
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Recipe contest for cultural food fest
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"Bring in your differences. Bring in your racial pride and identity. Bring your culture and your heritage and the things that your great grandmother who was Native American taught you about medicines. Bring your spirituality you got from your grandfather. Bring what you learned from your father about management. Bring your whole selves to the organization."

—Roslyn Taylor-O'Neale

Former U.S. Senator Lowell P. Weicker, Jr., delivered the keynote address at the MGH Institute of Health Professions graduation in June. Senator Weicker, a long-time supporter of medical research, called for more emphasis on research, prevention, and education.

Institute honors students and faculty at graduation

The MGH Institute of Health Professions conferred degrees and honors on 38 students in dietetics, nursing, and physical therapy at a ceremony held in June under the Bulfinch tent.

One student in the program in dietetics, 28 in the nursing program, and nine in the program in physical therapy received Master of Science degrees at the Institute's tenth graduation ceremony.

Sylvia Drake Paige, D.N.Sc., RN, an Associate Professor at the Institute and Coordinator of the Oncology Specialty in the Graduate Program in Nursing, was honored with the Award for Excellence in Teaching. This annual award recognizes creativity in teaching methods, sensitivity to individual learning styles, and the ability to mentor to students and faculty. Ms. Paige's nursing career has spanned 40 years.

"The educational environment and relationships that exist at the Institute encourage all of us to pursue excellence," said Ms. Paige.

The Excellence in Clinical Nursing Practice Award went to Sarah Sherwood Bansen. Before entering the nursing program, Ms. Bansen was involved in farming, and managing a cooperative business and an internal medicine practice. At the awards presentation, Elizabeth Grady, Ph.D., RN, Director of the Program in Nursing, called Ms. Bansen "an acknowledged leader among peers."

"She will meet the challenges and opportunities ahead with the grace and purposefulness she has modeled in her three years at the Institute," said Dr. Grady.

In his welcoming remarks, Patrick E. McCarthy, President of the Institute, said, "It is important to note that these students are intelli-

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Sixty-Year MGH veteran, Earle Chapman, dies

Dr. Earle M. Chapman, who was honored at last year's Ether Day ceremony for 60 years of service to the MGH, died in May, apparently of cardiac arrest. He was 86.

Dr. Chapman helped to usher in the field of nuclear medicine. He was known for his contributions toward establishing radioactive iodine as the standard therapy for hyperthyroidism.

Dr. Chapman did not at first know that medicine was his calling. The son of parents in medicine, Dr. Chapman had been exploring the excitement of alternative fields.

During summers of his undergraduate years at Michigan Agricultural College (now Michigan State University), he worked as a forest ranger, a seaman on the Great Lakes and Atlantic, and then in the Army. Six w[illegible] of ROTC cavalry training in the summer of 1924 finally convinced Dr. Chapman that a medical career was right for him.

Ranking fourth in a class of 60, he received his M.D. from Johns Hopkins in 1929 and then came to the MGH as an intern in medicine. He trained under Dr. James Howard Means. MGH Chief of Medicine in the 1930s and '40s.

In the late 1930s, Dr. Saul Hertz, head of the MGH Thyroid Unit, began collaborations with physicists of the Radioactivity Center at Massachusetts Institute of Technology to develop a form of radioactive iodine to fight overactivity of the thyroid gland. This proved to be a first step in the creation of the field of nuclear medicine.

In 1943, when Dr. Hertz was called to military duty and an old

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Differences and Diversity: Work force 2000 has arrived

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Jennifer DuBose, a nurse in the Blood Transfusion Service, said that even within a given ethnic group there are differences. "For instance," she said, "the Black race is completely different. Even though we are all Blacks, there are cultural differences between Northern, Southern, and Caribbean Blacks. There are differences in language and dialects. The food we eat is different."

Juana Alava, Area Manager of Environmental Services, compares her department to the United Nations. "We have people from different cultures and different countries here," she said. "Having different ideas and values gives us more flexibility."

However, diversity has often created conflict. For instance, there seems to be growing intolerance in this country of non-English speakers. Conflict has centered on whether or not schools should be bilingual or whether signage and municipal forms should be accessible in other languages. And, there appears to be an increasing impatience with immigrants who speak little or no English.

These are issues which to some extent hearken back to the early part of the century when Jewish, Polish, German, and Italian immigrants and others came to this country.

"Today's immigrants are not much different from the Italians who came and couldn't speak English," said Ms. Mirabito. "But we now have Italian politicians, artists, and business leaders. The immigrants of today are our future leaders."

The pressure on ethnic groups to assimilate has deprived much of society of the opportunity to share in other cultures. It has also devalued whole groups of people.

Racism and intolerance are still a problem in this country and have extended beyond the typical Black-White conflicts to include conflicts between different ethnic groups.

Change, said Ms. Taylor-O'Neale, starts at home. "The issue is not other people's prejudices, but my own," she said. "I can only work on the person whom I can see distinctly and clearly in the mirror in the morning. That's the person whose values, whose stereotypes, whose assumptions, whose beliefs about people I can change."

Health care is a service economy that over the last ten years has experienced labor shortages in several fields. Financial constraints have forced managers to find ways to get the most out of a shrinking work force. Yet, said Ms. Taylor-O'Neale, "our behavior, attitudes, and views about people's values get in the way of productivity."

To get the most out of a changing work force, organizations will have to adapt. They will have to actively seek ways to value differences.

In Ms. Kessner's words, "Organizations will have to ensure equality of opportunity and the opportunity to be different."

"We have to realize that everybody brings differences, and differences have meaning," said Ms. Taylor-O'Neale. "Valuing differences means that we will pay attention to those differences because it helps us to figure out how to optimize what you know."

As Harry Gerald, a cook in the WACC cafeteria, waits on customers at the grill he notices that some people take longer making their choices about food. His challenge, like an organization's, is adaptation. "It helps to understand the person you are waiting on," he said. "It identifies for me the manner in which I wait on that individual. If a customer takes longer to make a food choice, you have to relate to that person so that you are as accessible to them as to the next customer."

As organizations compete to find better solutions in the next decade, the edge will be the human

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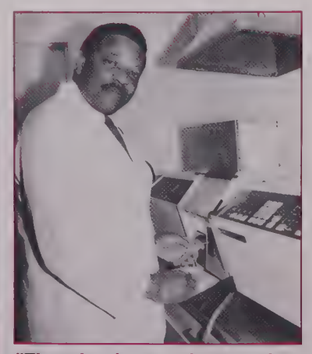
"The MGH way encompasses many ways of doing things," said Terry Mirabito. "The more you get to know people, the more you understand that they have a wealth of skills they can bring to making decisions. We need to allow for the expression of ideas, the expression of solutions. The days of making decisions solo are over."

Harry Gerald points out that cultural self-esteem is central to productivity. "The bottom line is helping people to believe that they count," he said, "because self esteem is the factor in determining if a person will do a good job or a bad job."

Guoyong Zhu of Environmental Services says that having diverse cultures represented in the hospital is good for patients. "Patients also come from many countries, different languages, different traditions, and different cultures," he said.



"There has been an increase in diversity at the MGH which intimates the concept of the mixing bowl," said Herbert Henderson, a supervisor in the Chemistry Lab. "Since I am a talkative person, I enjoy talking to different people about their countries, their habits, and their traditions. As America continues to open its doors, we will become even more of a cultural melting pot."

Recipe contest means MGHers plan the menu

MGHers, dig out your favorite recipes and send them in.

Whether it be Southern-fried chicken better than the Colonel's, a new twist on tabbouleh, ham hocks, cabrito, chow mein, roti, Portuguese sweet bread, or a wicked chowder, recipes for foods reflecting your heritage are needed.

As part of the hospital's cultural diversity fair on September 12, The Department of Dietetics is sponsoring an international food festival. Winning recipes will make up the menu for the day.

If your recipe is selected, your name will be listed on the menu with the recipe. You also will be identified in the MGH Hotline and receive a $5.00 coupon for a meal in the cafeteria. All recipes submitted will be featured in an upcoming MGH international cook booklet.

Entry forms were distributed with last week's paychecks. If you need a form, contact the Department of Dietetics at ext. 6-2520. To give dietetics enough time to test the recipes and adapt them to larger servings, recipes must be received by August 12.

Adult diploma

from page 1

ule was often grueling. "Those three days of classes were almost killing me," she quipped.

Edwin Hernandez remembers that it was raining on the day of graduation. He and his girlfriend were lost in Harvard Square looking for the auditorium where the ceremony would be held. When passers-by pointed out that they were getting soaked, Mr. Hernandez said he didn't care. For him the sun was shining; it was graduation day. "I have been wanting this for a long time," he said. "I made the effort to come to classes. That is what I am most proud of."

Mr. Hernandez started working at the MGH in the Department of Radiology in 1987. He now works in the Gray Building operating rooms, escorting patients and transporting specimens and equipment. He hopes that having his high school diploma will help him to advance at the MGH. From now on, he said, he will be able to answer "yes" when asked on job applications if he graduated from high school.

Gerard Bernier operates the Gray Building service elevator. He has worked at the MGH for more than twelve years. At an MGH reception in June for the graduates, Mr. Bernier gave the welcoming address. He extolled his fellow

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"Japan is a very homogeneous society," said anesthesiologist Koichi Tsuzaki. "The diversity here is very exciting."

Dr. Tsuzaki, who conducts pulmonary physiology studies, says that working with people from different backgrounds provides stimuli for ideas. For instance, engineers and physicians approach problems differently, thus bringing more knowledge to bear on a solution.

Gerard Bernier of Environmental Services delivered the welcoming address at an MGH reception for this year's graduates of the adult high school diploma program.

Mr. Bernier has five children. His youngest son has just started high school, and Mr. Bernier looks forward to helping with his studies. Through his own experience, he hopes his children have learned more about the value of education.

MGH HOTLINE

Diversity

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capital they nurture now. The diversity that marks that capital is both a challenge and an opportunity.

Ms. Mirabito likens it to a party that can provide a colorful panoply of ideas. "Cultural diversity brings many different ideas to a party;" she said, "many different ways of doing things to a party; different thinking—potentially a new set of eyes. It helps us to see people in a different light, to understand other people's issues in a different light. Cultural diversity broadens our solutions to the problems we will face in the 21st century."

* Wall Street Journal, February 10, 1989, p. B1, (source: Hudson Institute)

Jennifer Dubose, LPN, a nurse in the Blood Transfusion Service, pointed out that being exposed to different cultures provides a more accurate perception of those cultures and helps to break down stereotypes.

George MacNeil, Director of the Service Contracts Office, says that he enjoys being exposed to other cultures. "The importance of allowing differences," he said, "is that we should listen to other viewpoints and bring them all to the table."

For Juana Alava of Environmental Services the main issue is awareness. "Having an event like a cultural festival will make people more aware of different cultures," she said.

60-year veteran dies

from page 2

high school sports injury kept Dr. Chapman at home, Dr. Chapman was asked to continue this program in the Thyroid Unit. As he worked with more effective forms of radioactive iodine, adjusted dosage levels, and conducted long-term studies of the patients, Dr. Chapman contributed to establishing this approach as the standard therapy for hyperthyroidism. Dr. Hertz resumed his studies in 1946 when he returned from service in the U.S. Navy.

For his own role in the work, Dr. Chapman received the Society of Nuclear Medicine's Award of Honor in 1974 and the American Thyroid Association's Honor Award the next year.

Dr. Chapman carried on a full practice in internal medicine while pursuing these important studies. Earlier research of his included work on pulmonary problems. He wrote that a 1939 paper by him and others in Medicine was the first description of pulmocardiac failure resulting from deformity of the chest. He was the author or co-author of nearly 70 papers.

Dr. Chapman retired from active practice in 1984 but continued his interest in publications concerning the endocrine system and attended the Grand Rounds on Thursdays.

Dr. Chapman leaves his son, Duncan, his daughter, Judith, and four grandchildren. His wife, Virginia Gies Chapman, died in 1987.

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Kennetha J. Bigham, *Editor*

Institute graduation

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gent, caring human beings with a solid idea of where they are and where they want to go. We are proud to have enrolled them as students, to have taken part in their education, and now to join with them in a celebration of their graduation."

Former U.S. Senator Lowell P. Weicker, Jr., delivered the graduation address and talked about the changing priorities in health-care financing. Senator Weicker pointed out that we spend most of our health care dollars on the last 14 weeks of life; yet as a nation we spend relatively little on research, education, and prevention.

Senator Weicker served as chairman and then ranking Republican member of the Senate Health and Education Appropriations Subcommittee. For his work on behalf of the National Institutes of Health and funding for biomedical research, he was awarded in 1989 the American Medical Association's Dr. Nathan Davis Award as an outstanding member of the U.S. Senate.

Senator Weicker is a Heffernan Fellow at Harvard's John F. Kennedy School of Government.

E. Lorraine Baugh, Chair of the Institute's Board of Trustees and an MGH trustee, introduced the speakers.

Melanie Cabezas Phipps Morgan, a graduate in nursing, delivered the student address. The invocation was delivered by the Rev. Dr. Phillip King, Director of Clinical Pastoral Education at the MGH. Judith A. Lewis, Ph.D., RNC, led the procession as Faculty Marshal.

Adult diploma

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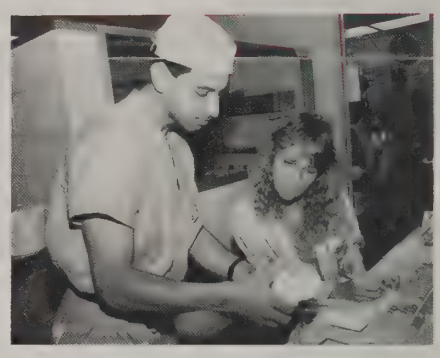
graduates for their achievement, saying that they all had earned self respect as well as the respect of others.

Many of the graduates intend to continue their education. Ms. Pardovany plans to attend Bunker Hill Community College in the fall, and Mr. Hernandez is enrolled in a data processing course. Mr. Bernier hopes to become a radiology technician.

The Adult High School Diploma Program is coordinated by Training and Development. Since 1982, the program has afforded 66 MGH employees a high school education, an achievement, and a passport to success.

This year's graduates include:

Rosemond Antoine, Environmental Services
Mario Arcega, Environmental Services
Mr. Bernier, Environmental Services
Betty Blaides, Dietetics
Melvin Brooks, Security
Silvia Campbell, Radiology Film Library
Fritz D'Haiti, Environmental Services
Henrietta Dixon, Environmental Services
Eric Edwards, Dietetics
Mark Heller, Materials Management, Somerville
Edwin Hernandez, Gray Operating Rooms
Jorge Hernandez, Materials Management
Lorna Muir, Dietetics
Ms. Pardovany, Clinical Neurophysiology
Anna Seva, Nursing
Marguerite Simil, Nursing
Hazel Simpson, Dietetics
Benson White, Materials Management



When Edwin Hernandez takes specimens to the Pathology Lab, he greets employees with the announcement that "breakfast is here." When he's not exercising his considerable wit, he's reading, writing poetry, or listening to music.

Here he and Susan Doucette, a transcriptionist in Pathology, record the specimens he has just delivered.

Eric Edwards of Dietetics delivers patient trays to the galley on Ellison 12. While in Barbados, he sang in a choir and did stage lighting for an African dance troupe. Mr. Edwards says that a high school diploma is essential to going on to higher study or getting a better job.

MGH HOTLINE

23 August 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Two people—One job

Janice Cahill and Georgia Lezcano are one person. Or at least, so well does their relationship work that it seems that way. The two women share one desk, one chair, one computer, and one phone. Ms. Cahill and Ms. Lezcano, in fact, share one job.

They are secretaries to Dr. Charles Boucher, an MGH cardiologist. They also are part of a growing trend toward a more flexible work place.

A 1987 Gallup poll showed that 87% of women working full-time would prefer to work fewer hours with more flexible schedules. "If employers fail to provide sufficient jobs with flexible working arrangements," warned the *Workforce 2000* report, "more mothers may choose to leave the labor force during their child-rearing years, further reducing the numbers of new workers entering the workforce."

But the move toward more flexible work hours is not just a women's issue. In fact, many professionals are getting off the fast track and opting for more time for their families and themselves. Employers are responding with a variety of flexible arrangements such as job sharing, flex-time, part-time work, compressed work weeks, and extended leaves.

When Ms. Cahill was pregnant with her first child, Dr. Boucher hired Ms. Lezcano. Ms. Cahill was planning three months maternity leave and wanted to work only part time when she returned. Ms. Lezcano was looking for just such an arrangement. She had sought for many years to work part time, but opportunities were scarce.

"This type of arrangement wasn't around when I had my children," said Ms. Lezcano. "You either worked or you didn't work. I passed up many opportunities and had to leave jobs to care for my family." Ms. Lezcano has a 16-year-old son and a 20-year-old daughter.

"Being a parent and trying to care for yourself is a full-time job," said Ms. Lezcano. "Job sharing gives you time for your family and

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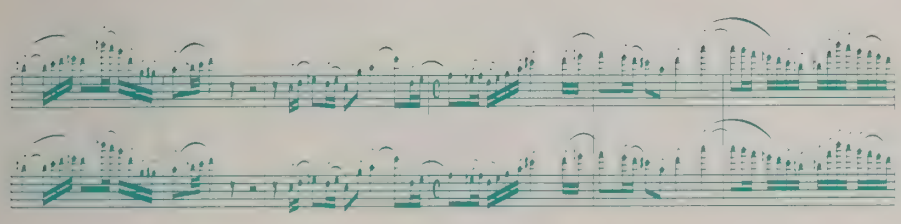
For Janice Cahill (left) and Georgia Lezcano communication, consistency, and organization are the keys to making job sharing work.

Celebration of Excellence



Leonard Bernstein and the New York Philaharmonic celebrate the MGH

excerpted with permission from Shaping the MGH

The murmur of the audience fills Boston's Symphony Hall, then ceases when the house lights dim. A spot light cuts across the darkened auditorium and focuses on a corner of the stage. The audience leans forward in expectation, and breaks out in applause as Leonard Bernstein strides to the podium.

In a few months, this scene will come to life. One of the greatest conductors of our time will return to his home state with one of the world's finest orchestras to perform a benefit concert for the MGH. On Monday, December 10, the family and friends of the MGH will gather at Symphony Hall to hear Leonard Bernstein and the New York Philharmonic salute the MGH in a ***Celebration of Excellence***.

The concert, presented by the friends of the MGH and sponsored by Bank of Boston, will be the first major public fund-raising benefit in the history of the hospital. It will give the MGH community an opportunity to join together and celebrate the broad range of individuals w[illegible] efforts make the MGH one of the finest hospitals in the world.

Few events could be more appropriate for such a celebration; for in certain ways the values and caliber of both institutions are parallel. As in an orchestra, each MGH staff member is an individual with specific expertise and abilities. And each—volunteers, dietitians, therapists, nurses, environmental service workers, administrators, physicians, researchers, and many others—has a specific part to play. Yet, seemingly spontaneously, these individual efforts meld together to accomplish far more than would be possible by each working alone.

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MGH EAP offers employees a helping hand

The MGH soon will start an employee-assistance program (EAP) which offers confidential and free short-term counseling in addition to a wide variety of help-oriented consultation services to employees.

The EAP will offer MGH employees assistance with issues such as work-related stress, marital, financial, or legal difficulties, alcohol and substance abuse, or interpersonal problems.

Andrea Piraino Stidsen, LICSW, will direct the program. Ms. Stidsen worked at Omni Health Systems, Inc., a Natick-based company which sets up and operates occupational health services for public and private enterprises throughout New England. At Omni Health, she managed employee-assistance services for Digital Equipment Corporation, Analog Devices, and Leonard Morse Hospital.

In addition to Ms. Stidsen, the EAP will be staffed by two full-time clinical social workers and a secretary. It will offer services Monday through Friday from 7:00 am to 7:00 pm and on-call coverage on the weekends and evenings.

"Personal problems or work-related problems can have an impact both on a person's ability to function at work and at home," said Ms. Stidsen. "Resolving personal problems can improve productivity. And helping an employee deal with job stress can prevent work from negatively affecting family life."

In addition to impacting productivity, illnesses such as depression, alcoholism or drug abuse also can compromise work-place safety or require expensive hospitalization.

According to a National Safety Council study, 40 - 50 percent of

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Andrea Piraino Stidsen, LICSW, will direct the hospital's new employee-assistance program. The program will provide confidential counseling and referral, as well as educational programs on a variety of issues.

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Winners of water conservation slogan and logo contest
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What's happening

Join the MGH Bowling League

Interested in joining the MGH Bowling League? It meets Thursdays from 5:15 pm at the Kenmore Bowladrome, 64 Brookline Avenue, near Fenway Park. The season starts on September 6 and continues through May. For more information, contact Carrie Vanish at ext. 6-3384, Linda Arini at ext. 6-2683, or Bob Pappas at ext. 6-5450.

The MGH now offers general dental care

The MGH Dental Group, under the auspices of the Oral and Maxillofacial Surgery Service, now offers outpatient dental services to the MGH community. The service is comprised of hospital trained staff and offers the complete range of general dental care, including cleanings, fillings, bonding, cosmetics, crowns, bridges, dentures, and root canals.

The MGH Dental Group, located in the WACC 230, has three newly renovated procedure rooms fully equipped to provide modern "four-handed" general dentistry. Treatment is rendered on a fee-for-service-basis. Most forms of dental insurance are accepted. For an appointment, call 6-1076.

Infant studies need volunteers

Researchers at the Neurolinguistics Laboratory are looking for mothers with normally developing infants between the ages of 4 and 9 months to participate in studies. One study looks at vocal and manual activity during rattle play, and the second investigates looking preferences and vocalization. Short sessions take place in the Infant Lab on Bartlett 5. Call Dr. Kaaren Bekken at 6-7706 for details.

Volunteers needed for sun damage study

The MGH Department of Dermatology is enrolling volunteers with moderate to severe sun damage for a 36-week study. Participants must be 40-70 years old. Volunteers will be paid for their participation. Contact Sheri Foreman at 6-5066.

Language researchers need volunteers

Are you interested in language and the mind? Do you like to play computer games? You could be the perfect candidate for language experiments being conducted at the Neuropsychology Lab on Vincent Burnham 7. Participants should be healthy adults whose native language is English. Volunteers will be paid $7 per one-hour session. Call Veena or Lisa at 6-3647.

Eleven MGH police and security officers were in July sworn in as Deputy Sheriff's by Suffolk County Sheriff Bob Rufo at the Suffolk County Jail on Nashua Street. The MGH officers are Mick Costa, Thomas DeSouza, Hugh Gill, Dan Hagen, Rico Isidoro, Rick Kates, Jim Leonard, Thomas Mahoney, Mark Ridge, Jerald Uber, and Larry Washington. Sheriff Rufo is at the end of the table.

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MGH and Timilty begin the year in partnership

This fall, the MGH will embark upon a number of projects in partnership with the Timilty Middle School in Roxbury. The Timilty Middle School is a Project Promise school that in 1989 received a U.S. Department of Education National Excellence Award.

The MGH/Timilty School Partnership will include an MGH speakers bureau, a science project mentoring program, a "shadowing" mentor program, and a health and fitness program.

MGHers who volunteer for the speakers bureau will address groups of students at the school on a variety of issues. Science mentors will help Timilty students with science fair projects. Last spring, 150 Timilty students participated in the Timilty Science Fair and nine went on to compete in the city-wide fair.

Shadowing mentors will allow Timilty students to gain an understanding of the variety of ways in which MGH professionals contribute to providing quality patient care. A Timilty student will spend a half day with an MGHer at the employee's work site.

MGHers can also help with the Timilty's health and fitness program by assisting with health screenings, exercise programs, and athletic events.

Volunteers can commit to as little as one hour each month to as much as several hours per week. To find out more about the MGH Timilty Partnership contact Tom Marcussen at ext. 6-5055.

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"This event will give the friends and family of the MGH an opportunity to join together under one roof to celebrate their accomplishments. And it will give us a chance to demonstrate the extent of the support this hospital has, both internally and externally," said Dr. J. Robert Buchanan, General Director of the hospital.

Individual invitations to the event are being sent to each employee of the hospital, and to the hospitals major supporters. "All of us on the Volunteer Committee are delighted with the hospital community's enthusiasm for this event," said Mrs. Charles M. Leighton, chairman of the event. "We expect the tickets to sell out rapidly, and because Bank of Boston has donated $100,000 to sponsor the concert, the entire proceeds of the event will go to the MGH Fund."

"As the oldest and most prominent bank in New England, Bank of Boston is proud to renew and extend our long-standing partnership with another New England institution whose roots run deep," said Ira Stepanian, chairman and chief executive officer of Bank of Boston. "We salute our world-class neighbor and take pride in being able to help the hospital pursue continued excellence."

In addition to receiving tickets for the concert, Patrons and Benefactors are invited to a pre-concert

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The MGH water winners are...

Arch MacInnes of Resources and Development and Paula Wastchak of the Cardiac Unit are winners of the MGH's Water Conservation slogan and logo contest which drew nearly 80 entries. Sarah Wolpow of the Renal Unit won the grand-prize drawing for finalists.

Mr. MacInnes won first place for his logo picturing an encircled drop of water with the words "Be Water Tight" superimposed on it. Ms. Wastchak placed first in the slogan category with the directive "Conserve—It's the General idea." Mr. MacInnes and Ms. Wastchak will receive either a lunch or brunch for two at the Hampshire House Restaurant or a gift certificate worth $50 toward dinner for two at Cricket's Restaurant.

The slogan and logo will be incorporated on all water conservation campaign materials including decals and posters.

The top ten winners in both categories entered a drawing for the grand prize; two round trip tickets anywhere in the continental U.S. Ms. Wolpow won with her slogan entry "You Ought'er Save Water." Ms. Wolpow submitted several slogans and logos.

Runners-up in the slogan category were:

Janice Knight, Department of Neurosurgery
Roberta M. Levasseur, Urological Associates
F. Mand, Nuclear Medicine
Jonathan Mello, Nursing Support Services
Dr. Edward T. Ryan, Department of Medicine

Runners-up in the logo category were:

Russell Brandon, Department of

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Nurse Ellen McKinnon escorts 7-year-old Maizie Brennan from Vincent Burnham 4 to her new room in the Ellison Building.

A child's perception of the view from Ellison 17. Kassie Carkin of Lowell stands fascinated at the reflection of her hand.

Watch out for ducklings--and the turtle with the shades.

Ellison Building brightens sick children's lives

From the dark corridors of the Vincent Burnham Building, MGH health care providers last month wheeled some of the hospital's smaller patients to new quarters in the Ellison Building.

Preparations for the move lasted months, and everyone pitched in to enable the MGH children to get to their new rooms with smiles on their faces. Patients from the MGH Childrens Service now occupy Ellison 17 and 18. The intermediate care unit is housed on Ellison 19, and the neonatal and pediatric intensive care units are on Ellison 3.

The Ellison building features state-of-the-art patient care technology, and amenities such as sleep rooms for parents, large lounges, and conference rooms for health care providers.

As well, Ellison 17, 18, and 19 command some of the best views in Boston. The elevator lobbies are bright and spacious and enhanced with colorful and fanciful murals depicting pink hippopotami, monkeys, geese, and turtles. The playroom on Ellison 17 is a child's dream with toys and stuffed animals hidden in cubbyholes, a wooden play house with carved wooden trees, a kid-sized basketball hoop, and plenty of room to romp.

Harriet the hippo lives on the walls of Ellison 19.

After the move to the Ellison Building, 9-year-old Stephanie Uttaro of Medford sported a smile and a very limber leg.

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dinner and post-concert reception with Mr. Bernstein, while Supporters are invited to the reception. Both Patrons and Benefactors will be recognized in the program for the event.

Many other Boston businesses are contributing to the event in special ways. Some of Boston's finest hotels are donating desserts for the reception, while a local printer is donating a portion of the costs of producing the concert's program. In addition, the Boston Symphony Orchestra has been exceedingly supportive and helpful.

So join us to hear the Fifth Symphony by Dmitri Shostakovich and "Arias and Barcarolles" written by Leonard Bernstein and orchestrated by Bright Sheng.

"We have a hospital that many consider to be one of the finest, an orchestra that is internationally renowned, and a conductor who is preeminent in the world," said neurosurgery chief Nicholas T. Zervas, who with his wife, Thalia, played an essential role in initiating the event. "It seems natural for them to come together."

The hospital will mail each MGH employee an invitation and ticket order form. Employees will receive additional information in their paychecks at the end of this month. MGH employees have until September 7 to purchase tickets

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MGH volunteer Virginia Dec enjoys a fun find with five-year-old Joe Raduazzo of Revere. The Ellison 17 playroom is a treasure chest of interesting toys.

Play therapist Sally Cave uses a stuffed bear to warm-up a book shelf in the playroom on Ellison 18.

EAP

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work-place accidents are related to substance abuse, alcoholism, or other personal problems. And a key factor in the rising cost of health care may be the greater utilization and cost of inpatient mental health services.

Employee-assistance programs, says Ms. Stidsen, help employees to identify and begin to deal with smaller problems before they grow too large.

"The longer a person waits to get help, the harder it is to resolve the problem," said Ms. Stidsen.

Yet reaching employees and getting them to seek help is often a challenge. Some employees fear that obtaining treatment will jeopardize their jobs. Because of that concern, Ms. Stidsen stresses that all contact with the MGH Employee Assistance Program is confidential.

"One of the greatest barriers to employees using these types of programs is the fear that information is going to get back to a supervisor or the human resources department," said Ms. Stidsen. "We have to be very careful to protect confidentiality."

Often, however, people suffering from emotional or mental disorders or substance abuse don't recognize that they have a problem. In these cases, it is usually a friend, family member, or colleague who suggests they seek treatment.

Along with direct care, Ms. Stidsen plans to do extensive

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Hoa Phay was the first patient discharged from Ellison 17. He left just hours after moving from Burnham 5. Here nurse Heidi Grant escorts him and his mother Ang to the White Building lobby.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

One job

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yourself."

For each woman, the other came made-to-order. They describe each other as organized and responsible people who follow through with every task. Both secretaries share the same responsibilities. "We don't split things up," said Ms. Cahill. "We just do whatever there is to be done that day."

Ms. Lezcano works Monday through Wednesday, and Ms. Cahill works Thursday, Friday, and a half day on Saturday. Ms. Lezcano says that she tries to finish any projects she has begun by Wednesday. "If there is anything I haven't completed," she said, "I just leave Janice a note saying what I have done and what remains to be finished. It is almost like one secretary continuing through the week."

The two women maintain a cooperative relationship in which competition has no place. A question about differences in style was met with silence. Then Ms. Lezcano said, "I feel like we are almost one person, because we do things the same way."

Ms. Lezcano had tried job sharing arrangements before. They didn't work because of differences in personality or ways of working, and because oftentimes, one person would leave unpleasant tasks for the other secretary. "You really can't have an attitude like that," she said. "Even if it's something you might not want to work on, you've got to do it. You've got to be unselfish and do whatever is expected of you."

The relationship had an uncertain start. Ms. Lezcano had planned to work with Ms. Cahill for one week before Ms. Cahill took maternity leave. Ms. Lezcano came in on a Tuesday morning and trained until noon. Ms. Cahill left during lunch to go to a dentist appointment. She did not return.

Dr. Boucher came into the office the following morning and told Ms. Lezcano, "I have some good news and some bad news. The good news is that Janice had a baby girl. The bad news is that she won't be back for three months."

Ms. Lezcano said she was saved by Dr. Boucher's support and a policy handbook that Ms. Cahill had compiled in preparation of her leaving. "That was like my bible," said Ms. Lezcano. "And Dr. Boucher actually ended up training me. I could ask him anything. The communication and the support was incredible."

In fact, both secretaries credit Dr. Boucher's open and informal management style with helping the arrangement to work. "Dr. Boucher is a big part of why it works," said Ms. Cahill. "He knows what's going on around him, and he understands how his office is running."

Communication, consistency, and chemistry are the keys to making a job sharing relationship work. "You have to be pleasant and organized and do all aspects of the job," said Ms. Lezcano. "Communication is a key factor. Talking to people and letting them know what you are doing and what you are not doing is very important."

They both credit the arrangement with reducing stress and increasing their productivity. "Job sharing helps to decrease the stress that people feel on their jobs," said Ms. Cahill. "When I come in, I am refreshed and ready to go. And I maintain that level of energy and productivity throughout the week."

Ms. Lezcano says that they both take fewer sick days and fewer days off to take care of personal business. "It is much easier if you can slow down and still get things done," she said. "Dr. Boucher has gained two refreshed people."

Or perhaps, he's gained just one.

Karibu--Welcome—Salvete

In 40 different languages, a new sign welcomes visitors, patients, and employees to the MGH. The sign hangs in the corridor outside the entrance to the Ellison Building and was painted by the same artist who painted the mural in WACC 6. The translation was done by the Berlitz Institute.

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training of supervisors on how to refer employees who they think are having difficulties. "We will educate supervisors about typical behaviors that might indicate that an employee is having a problem," she said.

She will teach supervisors how to intervene in ways which are most helpful. "People generally care about their employees and will try to help," said Ms. Stidsen. "But oftentimes what a supervisor does to help actually prolongs the problem." For instance, Ms. Stidsen says that it is a mistake for a supervisor to become too personally involved by trying to diagnose an employee's problem or attempting to help the employee solve the problem.

"That's crossing a boundary that supervisors really shouldn't cross," she said. "It is not the employer's place to intrude. Yet it is the place of an employer to ensure that that employee gets the job done and functions at his or her best. We can do that by providing resources for the employee to get help on his own."

Many of the resources Ms. Stidsen and her counselors will make available to employees and their families are within the walls of the MGH. "Within the hospital community," said Kurt Westerman, Assistant Director of Human Resources, "we have many informal providers of these types of services. Through a centralized referral network, the MGH Employee Assistance Program will make these providers much more accessibile to employees. This will enable us to ensure that employees who do have problems can get help."

Employee Health, Psychiatry, and Social Service have for many years informally offered counseling and referral to MGH employees. They have also provided health awareness, substance abuse, smoking cessation, and stress reduction programs.

The MGH Employee Assistance Program will work in concert with these and other MGH providers to continue to offer such programs while providing an expanded referral service. In addition, the EAP will make referrals to resources outside the MGH community.

"Because we have access to so many people and organizations, we can make it easier for an employee to get connected to the resource that is appropriate and affordable," said Ms. Stidsen.

With a cornucopia of resources at its disposal, the MGH Employee Assistance Program can give employees a hand when they perhaps need one most.

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before they go on sale to the public.

Employees also can order tickets at the MGH Crafts Fair on September 14. And tickets will be available in the WACC lobby and at Charlestown Navy Yard at a future date.

Concert tickets are $20 and $45. Benefactor tickets are $100 and include the reception with Mr. Bernstein. Supporter tickets are $250 and include a pre-concert dinner as well as the reception. All except the $20 tickets are tax-deductible.

(Page one illustration: Symphony No. 5, Op. 47 by Dmitri Shostakovich. Used by permission of G. Schirmer, Inc., on behalf of VAAP. International copyright secured. All rights reserved.)

What's happening

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UBUD is in bloom at the MGH

The MGH is implementing a new drug distribution system called Unit-based Unit Dose (UBUD). The new system will employ fax machines to provide prompt communication with Pharmacy, a unit- based pharmacy technician working directly with the nursing staff, and 24-hour decentralized pharmacist coverage to provide prompt review of medication orders and drug information.

UBUD was developed as a collaborative effort between the Nursing and Pharmacy departments and will eventually replace both the unit dose and mosaic systems.

Water winners

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Neurophysiology
Eleanor M. Hackett and Thomas M. Hackett, MGH Volunteers
Marcia Lambert, Department of Nursing
Carole Lyons, RN, Department of Surgery
Mr. Mand, Nuclear Medicine
Mr. Mello
Edie Sinagra, Hand Orthopaedics
Ms. Wolpow

MGH **HOTLINE**

13 September 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Making a quilt helps a family remember

How do you recreate a life in fabric and sequins and buttons and thread? How do you remember, in just two dimensions, the brother, son, sister, or friend who was dear to you? For the Jay family, the answer is a panel for the International AIDS Memorial Quilt in memory of Bill Jay, an MGH administrator for many years, who died of AIDS in August of 1988.

Soon, the family will turn over to exhibitors the panel it took them nearly a year to create. It will join the other 1,100 panels to be viewed in Boston this month.

Pat Kelleher, an MGH research nurse, has been involved with the Names Project since 1987 when she viewed the quilt in Washington, DC. She has worked closely with the Jay family and others as they have created panels for the quilt.

The AIDS quilt consists of many three by six foot panels, each memorializing an individual who died of AIDS. When Ms. Kelleher first saw the quilt in Washington, it numbered nearly 2,000 panels. It now includes more than 12,000 panels and stretches 13.5 miles.

Because of the size of the quilt, it can no longer be exhibited in its entirety. From Friday, September 21, through Sunday, September 23, the quilt will be exhibited in Boston at the MIT Johnston Athletic Center. Members of the MGH AIDS Clinical Trials Unit, including Drs. Martin Hirsch, Bruce Walker, and Stephen Boswell, and nurses Teri Flynn, Mary Sullivan, and Meg White, will participate in the opening ceremony in Boston.

The national exhibit will open on October 6 and continue through October 8 in Washington, DC, Chicago, Atlanta, Los Angeles, and Houston. Simultaneous opening ceremonies for the national exhibit will be broadcast on Good Morning America.

"The quilt is different from most AIDS events," said Ms. Kelleher. "It has such a sense of memorial. When you see it, there is a silence that envelops you."

For the Jay family, making the quilt was a labor of love and healing. All of the family members were involved in making decisions about what to include on the quilt.

Ann Marie Mikols, a family friend and former MGH employee, did the artwork, including the intricate cross stitching that took many months and long nights to complete. "Ann Marie is a good friend, and she worked with Bill," said Cindy Alejunas, one of Bill's sisters. "She's been a part of my family for a long time now."

Many members of the Jay family have worked at the MGH, including Bill's sisters Ms. Alejunas and Kathy Aguirre, his brother Mark, and his mother Vivian who are currently employees of the hospital. Ms. Mikols, now director of an elder care program in Waltham, worked at the MGH for 12 years.

In the middle of the panel is a hand-painted image of a man in a top hat. "I came across this computer graphic image that reminded me of Bill," said Ms. Mikols. "I asked my brother, who is an artist, to refine and enlarge the image for me."

Across the quilt are 35 hearts painted red, blue, yellow, orange, green, and purple. Superimposed upon each heart is the individual hand print of one of Bill's family

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At a family celebration of the completion of the memorial quilt for Bill, the Jay family took time to reflect and enjoy a rare occasion when they are all gathered together. "Bill died a tragic, terrible death," said his sister Cindy Alejunas. "But he was lucky in a lot of ways. Because despite the fact that he was different, he had his family and the people who loved him around him when he died. He used to tell us about people who were disowned and dying alone. That made him celebrate his family even more." The Jay family from left: Edward Jay, Sr., Edward Jay, Jr., Patricia Hogan, Paul Jay, Ms. Alejunas, Carol, Mark, Kathy, and Donna Jay, Mary Jane McElroy, and Vivian Jay.

MGH surgeons perform hospital's first lung transplantation

MGH surgeons on August 22 carried out the hospital's first lung transplantation. Dr. John C. Wain, head of lung transplantation surgery, said the operation on a Boston man went very well.

Surgeons completed the operation some four hours after the principal portion began. The patient had been waiting for a lung for four months.

Two days earlier Brigham & Women's performed the first adult lung transplant in the state, and carried out the second the following day. Carrying three out in three days is extraordinary and demonstrated the wisdom of The Public Health Council in authorizing both MGH and Brigham & Women's to do the adult procedures. The MGH and the Brigham & Women's combined were expected to carry out 12-plus procedures "eventually."

The two hospitals were authorized last May to do adult lung transplants, and Children's Hospital, pediatric ones.

The three institutions form the active members of the new Massachusetts Center for Lung Transplantation. Both hospitals have been working with the other members of the consortium and the New England Organ Bank to enlist the support of Massachusetts hospitals to identify potential organs and recipients for them. The associate members, New England Deaconess Hospital, New England Medical Center, University Hospital, and the University of Massachusetts Medical Center, may be authorized in the future to do the procedure.

Lung transplants have been carried out successfully for only a few years. A team at Toronto General Hospital raised the proce-

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Operations coordinators are crucial to patient care

Head nurse Kathy Myers discusses admissions and unit activities with operations coordinator Donna Donnelly (right).

Working in partnership with the head nurse, operations coordinators are the logistical wizards on a patient care unit. On August 23, National Health Unit Coordinators Day, the Department of Nursing held a reception to recognize the contributions of these employees who help coordinate the nonclinical side of inpatient care.

Donna Donnelly, an operations

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In general

Dr. Henry J. Mankin, MGH Chief of Orthopaedics, whose pioneering research has led to improved treatments for bone cancer and new understanding of human cartilage, is the 1990 recipient of the $50,000 Bristol-Myers Squibb/Zimmer Award for Distinguished Achievement in Orthopaedic Research. The award was presented during the annual meeting in Boston of the American Orthopaedic Association.

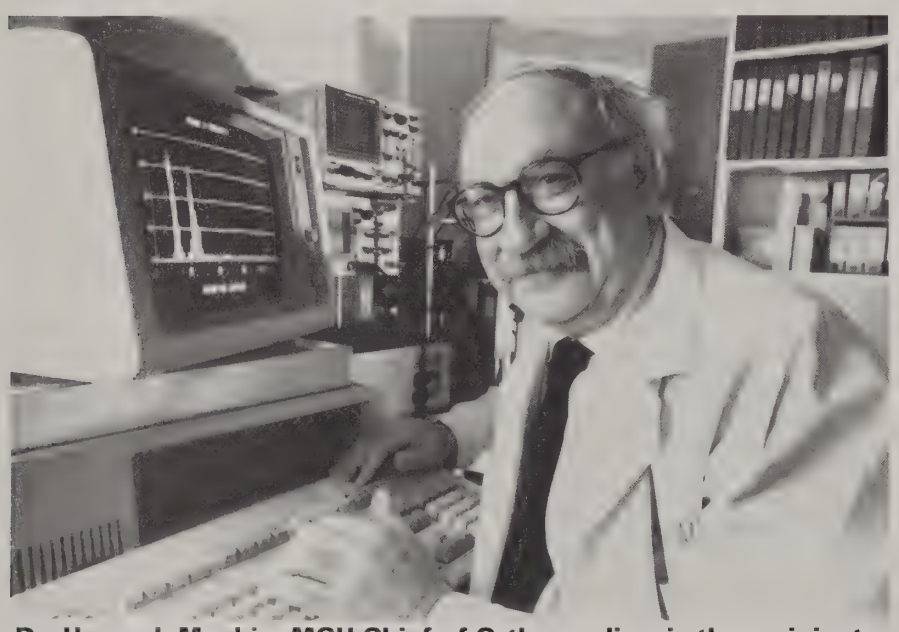
During his 30-year career, Dr. Mankin, who is also Edith M. Ashley Professor of Orthopaedic Surgery at Harvard Medical School, has made significant research and clinical contributions to the field of orthopedics. Dr. Mankin has been at the forefront of efforts to improve the diagnosis and treatment of bone cancers and has significantly improved techniques to replace diseased bone with bone transplants. Today more than 80 percent of patients with bone cancer survive and only five percent require amputation.

In the 1960s, Dr. Mankin began the first serious effort to analyze the composition of cartilage. He proved that it was living tissue capable of regenerating itself.

Despite a busy clinical practice that sees over 300 patients a month, Dr. Mankin has breakfast each morning with his residents, He helped to develop the Orthopaedic Intraining Examination for orthopedic residents which is used throughout the world and has led to higher standards for the specialty.

Dr. Mankin is past president of the American Board of Orthopaedic Surgery, the American Orthopaedic Association and the Orthopaedic Research Society. He is the winner of numerous orthopedic research awards, an honorary member of the Royal College of Surgeons of England, and author of more than 300 scientific articles, book chapters, and books.

Dr. Mankin was selected for the Bristol-Myers Squibb/Zimmer Award by an independent panel comprised of the past presidents of the five major U.S. orthopedic societies and the editor of *The Journal of Bone and Joint Surgery*.



Dr. Henry J. Mankin, MGH Chief of Orthopaedics, is the recipient of the 1990 Bristol-Myers Squibb/Zimmer Award for Distinguished Achievement, Orthopaedic Research.

Nancy Schaeffer, RN, BSN, OCN, was honored with the 1990 Oncology Nursing Career Development Award.

Ms. Schaeffer, Head Nurse on White 6, has worked at the MGH since 1973. She chairs the Professional Education Committee of the Boston Division of the American Cancer Society and has lectured and published extensively on topics such as the care of women after mastectomy and the use of artery infusion pumps.

The Oncology Nursing Career Development Award is sponsored by the Friends of the MGH Cancer Center to provide recognition and financial assistance to a staff nurse demonstrating excellence in delivering care to cancer patients. "Time passes, but the basic joy and privilege of caring for the cancer patient remains constant," said Ms. Schaeffer. "Each day offers a unique opportunity to provide comfort to those facing a potentially life-threatening illness."

This is the second year that the award has been given. The 1989 recipient was Kathryn Pazola.

Joanne Goldberg, Chairperson of the Friends of the MGH Cancer Center, presents Nancy Schaeffer the Nursing Career Development Award. From left are oncology nurse Lorrie Powel, Mimi Gregory of the Friends of the MGH Cancer Center, Ms. Schaeffer, Ms. Goldberg, oncology nurse Deborah Mayer, and Lynne Brickley of the Friends of the MGH Cancer Center.

Charles A. Marotta, M.D., Ph.D., Director of the Neurobiology Laboratory at the MGH and Associate Professor of Psychiatry and Neuroscience at Harvard Medical School, is the recipient of a $100,000 Metropolitan Life Foundation Award for excellence in Alzheimer's research. Dr. Marotta is also Director of the Molecular Neurobiology Laboratory at McLean's Hospital in Belmont.

Quilt

from page 1

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Lung transplant

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Operations coordinators

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MGH HOTLINE

What's happening

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"We have a lot of talent represented here," said Kathy Rice, Assistant Director of Human Resources. "And a lot of people start their careers in health care as summer students."

The photographer took more than 100 photos, and the group posed for three hours. The students were asked to "give attitude" a photographer's term for "look alive."

"We don't know where their modeling careers are going," said Ms. Rice. "But we intended for this to be fun. And we hope they come back to the MGH next summer." The MGH employed 73 high school and college students this summer.

The props used in the photograph were provided by MGH departments. Physical Therapy provided the skeleton. Security provided the officer's hat. Bonnie Hart, RN, of Nursing Recruitment, and June Carol, RN, of Employee Health, loaned the photographer stethoscopes. The tray and food came courtesy of the Department of Dietetics. Employee Relations provided the computer. Materials Management provided the scrubs and the lab coat. The Refrigeration Shop provided the maintenance belt and hard hat. The graduated cylinder came courtesy of the Clinical labs, and the blank medical records were provided by Medical Records.

Pictured here with Kathy Rice, Assistant Director of Human Resources (far left), are Sam Lee who attends Harvard University, Leila Germano who attends Pine Manor College, and Courtney Gelberman who attends Williams College. Far right is Pam DiNobile, Coordinator of the Summer Hiring Program. Not pictured are students Erin Fuller, Glen Fortin, and Caleb Desrosiers.

Women's Health Associates has moved

Women's Health Associates has moved to the third floor of the Physician's Office Building, 275 Cambridge Street. The new telephone number is 724-6700.

The practice is expanding its services to include general medical care for adolescents, and on Wednesday mornings, for both male and female adults.

Job sharing: a new trend elsewhere, but not at the MGH

The MGH is on the cutting edge in many ways including new employment trends. The last Hotline featured a story on job sharing that profiled two MGH secretaries, Georgia Lezcano and Janice Cahill. Ms. Lezcano and Ms. Cahill work for Dr. Charles Boucher, an MGH Cardiologist, and have had a job

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Cynthia Huff (left) and Diane Woods share all duties as secretaries to Dr. Edwin Wheeler. Ms. Woods has had job sharing relationships for 20 years. Ms. Huff is not new to the arrangement either. She has job shared for eight years now.

Operations coordinators

from page 2

support on the unit. She supervises support staff including the operations associate and the unit assistant. And she is the liaison between the health care professionals on White 11 and ancillary services such as Dietetics, Pharmacy, and Environmental Services.

Sometimes, handling her many responsibilities can be challenging. "You are the front-line person," said Ms. Galvin. "It's like an orchestra all day long, and you are conducting." Ms. Galvin points out that operations coordinators must be able to manage crises while remaining calm and efficient. In addition to being able to handle their own stress, they also have to deal with the stress of others. A technique Ms. Galvin sometimes employs after a particularly difficult day is treating the staff to M&M's.

"The operations coordinator is the conduit for all things that go through the unit," said Ms. Capodilupo. "They receive patients, triage calls, and plug in the appropriate personnel to meet the patient's needs."

One of Ms. Galvin's goals is to emphasize guest relations. In addition to facilitating the delivery of medical care, she also ensures that patients get their mail, a newspaper, or assistance with such things as making beauty or barber shop appointments.

"Patricia manages the front desk, and from there flows all of the activity of the unit," said Ms. Capodilupo. "It is the operations coordinator who allows the staff to care for the patient. The coordinator can make or break a unit."

Both Ms. Donnelly and Ms. Galvin emphasize their close working relationship with their head nurse. "We work in collaboration with the head nurse to manage the nonclinical functions on patient care units and ensure quality," said Ms. Donnelly.

"Our relationship is quite solid," said Ms. Myers. "I have a lot of trust in Donna. She manages the unit very efficiently. We meet once a week to trouble shoot. But she is very motivated to define the role for herself."

In July, Ms. Donnelly and Ms. Galvin attended the 9th Annual Convention of the Association of Health Unit Coordinators which included discussion of the role of health coordinators in supporting patient care excellence. They also attended lectures in preparation for the National Certification Exam to be held in Boston November 3. Their attendance at the convention, which was held in Chicago, was sponsored by the Department of Nursing.

The MGH employs 40 operations coordinators working on inpatient units throughout the hospital.

Operations coordinator Patricia Galvin reviews scheduling with Artrena Bynum, an operations associate on White 11.

Job sharing

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sharing relationship for the last four years.

Though job sharing has been referred to as the trend of the 90's, some MGH employees have been involved in these arrangements for years. Diane Woods started job sharing some twenty years ago when she worked as a secretary to Dr. James H. Currens, now deceased. She started her career at the MGH as the full-time secretary to Dr. Conger Williams, retired, and later shared duties with another secretary in his office after her tenure with Dr. Currens ended. Ms. Woods now job shares with Cynthia Huff. They are both secretaries to Dr. Edwin O. Wheeler, an MGH cardiologist.

Ms. Woods and Ms. Huff have shared duties for eight years. Both secretaries agree that experience, communication, organization, and fairness are necessary to make the relationship work.

"You have to be experienced," said Ms. Woods, "and you must appreciate that communication is very important." The two secretaries book appointments, schedule tests and surgery, handle third-party billing, take dictation, keep Dr. Wheeler's teaching and meeting schedules, and administer electrocardiograms.

"The arrangement works as well as the two people work together," said Ms. Huff. "That's the secret. Diane and I work together very well." To ensure continuity, the two secretaries leave notes for each other and occasionally call each other at home. They also carefully document what they have done, and attempt to finish projects they have started.

"The reason it has worked," said Dr. Wheeler, "has been the compatibility of the two secretaries and their reliability. It would be very easy for things to fall between the cracks if they didn't communicate."

Ms. Huff works on Monday, Wednesday, and Friday, and Ms. Woods on Tuesday and Thursday. Both secretaries do all aspects of the job, because as Ms. Woods pointed out, "To be most effective and to provide the best service to Dr. Wheeler and the patients, both should be equally exposed to everything the job requires."

Ms. Huff sought out the relationship because she needed more time at home with her children yet wanted all of the responsibilities of a full-time job. Ms. Huff said, "When I started job sharing, it gave me time to do the things I needed to do as a mother. Now it allows me the ability to go to school part time." Ms. Huff is enrolled at Boston University's School of Public Health.

Both secretaries echoed some of the same sentiments when asked about the advantages of job sharing. They experience less stress. "It is very important in a busy office such as this that you don't get burned out," said Ms. Woods. "Each of us has a lot more energy to put into the job."

The employer gets better coverage during vacations and illness because one secretary can cover for the other when she must be away. As well, Ms. Woods added, "When you have two people functioning at that desk, there is less chance of oversight. The efficiency is two-fold or even more." Another interesting advantage pointed out Ms. Woods, is that the two secretaries are able to provide coverage for other physicians when their secretaries are on vacation or ill.

Dr. Wheeler, who has for the last 10 years had secretaries who have shared duties, says that there are advantages and disadvantages to these arrangements. One disadvantage is that problems can sometimes occur that one secretary is more familiar with than the other. A key advantage however, is the ability to utilize different sets of strengths. "They each have different strengths and weaknesses," he said. "You can utilize those differences in personality and competence."

Pat Kelleher, an MGH research nurse, made her first quilt for Thom, her friend of 25 years. "You don't have many friends of 25 years, and they are hard to replace," she said.

Here Ms. Kelleher works on a quilt for another friend. He was a graduate of MIT, Columbia, and Princeton, and died at 28. On a purple cloth she sews black felt stenciled letters. "Black, Brilliant, Beautiful, Gone."

Quilt

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people's names on them. They didn't use last names. They didn't put birth dates and death dates on them. They didn't put pieces of memorabilia on them. But now everything is on them."

Some of the panels include such things as stuffed animals, wedding rings, flags, Barbie dolls, buttons, hats, merit badges, photographs, records, rhinestones, and sequins. Each panel is three by six feet, the size of a grave. Eight panels are sewn together to make one quilt that is usually hung on exhibit.. Four quilts are joined to make a larger panel that is exhibited on the ground and used in the unfolding ceremony.

Ms. Kelleher has been a regular participant and organizer of quilting bees held in the Arlington Street Church in Boston. Here families, friends, and volunteers come together to complete quilts. For some, it is the first time picking up a needle, and threading a bobbin is a mystery.

But beyond mastering the technical aspects of sewing, making the quilt brings family and friends together to remember a loved one and begin to deal with the loss. "They sit down, and they start to talk about their sons and daughters," said Ms. Kelleher of the quilting process. "It's a time to share."

Since its inception, the National Names Project has raised $800,000 to provide direct services for people with AIDS. Funds from the Boston exhibit will provide housing assistance for people with AIDS who live in Massachusetts and become homeless because of their illness. The exhibit will also help fund educational efforts directed at people of color, young people, and intravenous drug abusers.

As Ms. Alejunas pointed out, the sheer size of the quilt is a powerful educational tool. "As big as it is—it spans nine football fields now—it still represents only 15% of Americans who have died of AIDS," she said.

The quilt was intended to be a celebration of Bill's life. And last month the family held a gathering to celebrate the completion of the quilt. "The quilt is going to be hard to give up," said Ms. Alejunas. "It represents a very important part of the family that is missing. And you see that missing piece every time we get together."

"This is an individual panel representing one person," said Ms. Kelleher referring to the quilt for Bill. "But the entire quilt represents the fact that the individuals who died of AIDS had many people who loved them." For more information about the Names Project call 451-9003.

Ann Marie Mikols, an MGH employee for 12 years and friend of Bill Jay and his family, completes artwork on Bill's memorial quilt.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.
William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

13 September 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Making a quilt helps a family remember

How do you recreate a life in fabric and sequins and buttons and thread? How do you remember, in just two dimensions, the brother, son, sister, or friend who was dear to you? For the Jay family, the answer is a panel for the International AIDS Memorial Quilt in memory of Bill Jay, an MGH administrator for many years, who died of AIDS in August of 1988.

Soon, the family will turn over to exhibitors the panel it took them nearly a year to create. It will join the other 1,100 panels to be viewed in Boston this month.

Pat Kelleher, an MGH research nurse, has been involved with the Names Project since 1987 when she viewed the quilt in Washington, DC. She has worked closely with the Jay family and others as they have created panels for the quilt.

The AIDS quilt consists of many three by six foot panels, each memorializing an individual who died of AIDS. When Ms. Kelleher first saw the quilt in Washington, it numbered nearly 2,000 panels. It now includes more than 12,000 panels and stretches 13.5 miles.

Because of the size of the quilt, it can no longer be exhibited in its entirety. From Friday, September 21, through Sunday, September 23, the quilt will be exhibited in Boston at the MIT Johnston Athletic Center. Members of the MGH AIDS Clinical Trials Unit, including Drs. Martin Hirsch, Bruce Walker, and Stephen Boswell, and nurses Teri Flynn, Mary Sullivan, and Meg White, will participate in the opening ceremony in Boston.

The national exhibit will open on October 6 and continue through October 8 in Washington, DC, Chicago, Atlanta, Los Angeles, and Houston. Simultaneous opening ceremonies for the national exhibit will be broadcast on Good Morning America.

"The quilt is different from most AIDS events," said Ms. Kelleher. "It has such a sense of memorial. When you see it, there is a silence that envelops you."

For the Jay family, making the quilt was a labor of love and healing. All of the family members were involved in making decisions about what to include on the quilt.

Ann Marie Mikols, a family friend and former MGH employee, did the artwork, including the intricate cross stitching that took many months and long nights to complete. "Ann Marie is a good friend, and she worked with Bill," said Cindy Alejunas, one of Bill's sisters. "She's been a part of my family for a long time now."

Many members of the Jay family have worked at the MGH, including Bill's sisters Ms. Alejunas and Kathy Aguirre, his brother Mark, and his mother Vivian who are currently employees of the hospital. Ms. Mikols, now director of an elder care program in Waltham, worked at the MGH for 12 years.

In the middle of the panel is a hand-painted image of a man in a top hat. "I came across this computer graphic image that reminded me of Bill," said Ms. Mikols. "I asked my brother, who is an artist, to refine and enlarge the image for me."

Across the quilt are 35 hearts painted red, blue, yellow, orange, green, and purple. Superimposed upon each heart is the individual hand print of one of Bill's family

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At a family celebration of the completion of the memorial quilt for Bill, the Jay family took time to reflect and enjoy a rare occasion when they are all gathered together. "Bill died a tragic, terrible death," said his sister Cindy Alejunas. "But he was lucky in a lot of ways. Because despite the fact that he was different, he had his family and the people who loved him around him when he died. He used to tell us about people who were disowned and dying alone. That made him celebrate his family even more." The Jay family from left: Edward Jay, Sr., Edward Jay, Jr., Patricia Hogan, Paul Jay, Ms. Alejunas, Carol, Mark, Kathy, and Donna Jay, Mary Jane McElroy, and Vivian Jay.

MGH surgeons perform hospital's first lung transplantation

MGH surgeons on August 22 carried out the hospital's first lung transplantation. Dr. John C. Wain, head of lung transplantation surgery, said the operation on a Boston man went very well.

Surgeons completed the operation some four hours after the principal portion began. The patient had been waiting for a lung for four months.

Two days earlier Brigham & Women's performed the first adult lung transplant in the state, and carried out the second the following day. Carrying three out in three days is extraordinary and demonstrated the wisdom of The Public Health Council in authorizing both MGH and Brigham & Women's to do the adult procedures. The MGH and the Brigham & Women's combined were expected to carry out 12-plus procedures "eventually."

The two hospitals were authorized last May to do adult lung transplants, and Children's Hospital, pediatric ones.

The three institutions form the active members of the new Massachusetts Center for Lung Transplantation. Both hospitals have been working with the other members of the consortium and the New England Organ Bank to enlist the support of Massachusetts hospitals to identify potential organs and recipients for them. The associate members, New England Deaconess Hospital, New England Medical Center, University Hospital, and the University of Massachusetts Medical Center, may be authorized in the future to do the procedure.

Lung transplants have been carried out successfully for only a few years. A team at Toronto General Hospital raised the proce-

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Operations coordinators are crucial to patient care

Head nurse Kathy Myers discusses admissions and unit activities with operations coordinator Donna Donnelly (right).

Working in partnership with the head nurse, operations coordinators are the logistical wizards on a patient care unit. On August 23, National Health Unit Coordinators Day, the Department of Nursing held a reception to recognize the contributions of these employees who help coordinate the nonclinical side of inpatient care.

Donna Donnelly, an operations

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In general

Dr. Henry J. Mankin, MGH Chief of Orthopaedics, whose pioneering research has led to improved treatments for bone cancer and new understanding of human cartilage, is the 1990 recipient of the $50,000 Bristol-Myers Squibb/Zimmer Award for Distinguished Achievement in Orthopaedic Research. The award was presented during the annual meeting in Boston of the American Orthopaedic Association.

During his 30-year career, Dr. Mankin, who is also Edith M. Ashley Professor of Orthopaedic Surgery at Harvard Medical School, has made significant research and clinical contributions to the field of orthopedics. Dr. Mankin has been at the forefront of efforts to improve the diagnosis and treatment of bone cancers and has significantly improved techniques to replace diseased bone with bone transplants. Today more than 80 percent of patients with bone cancer survive and only five percent require amputation.

In the 1960s, Dr. Mankin began the first serious effort to analyze the composition of cartilage. He proved that it was living tissue capable of regenerating itself.

Despite a busy clinical practice that sees over 300 patients a month, Dr. Mankin has breakfast each morning with his residents, He helped to develop the Orthopaedic Intraining Examination for orthopedic residents which is used throughout the world and has led to higher standards for the specialty.

Dr. Mankin is past president of the American Board of Orthopaedic Surgery, the American Orthopaedic Association and the Orthopaedic Research Society. He is the winner of numerous orthopedic research awards, an honorary member of the Royal College of Surgeons of England, and author of more than 300 scientific articles, book chapters, and books.

Dr. Mankin was selected for the Bristol-Myers Squibb/Zimmer Award by an independent panel comprised of the past presidents of the five major U.S. orthopedic societies and the editor of *The Journal of Bone and Joint Surgery.*

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Nancy Schaeffer, RN, BSN, OCN, was honored with the 1990 Oncology Nursing Career Development Award.

Ms. Schaeffer, Head Nurse on White 6, has worked at the MGH since 1973. She chairs the Professional Education Committee of the Boston Division of the American Cancer Society and has lectured and published extensively on topics such as the care of women after mastectomy and the use of artery infusion pumps.

The Oncology Nursing Career Development Award is sponsored by the Friends of the MGH Cancer Center to provide recognition and financial assistance to a staff nurse demonstrating excellence in delivering care to cancer patients. "Time passes, but the basic joy and privilege of caring for the cancer patient remains constant," said Ms. Schaeffer. "Each day offers a unique opportunity to provide comfort to those facing a potentially life-threatening illness."

This is the second year that the award has been given. The 1989 recipient was Kathryn Pazola.

Joanne Goldberg, Chairperson of the Friends of the MGH Cancer Center, presents Nancy Schaeffer the Nursing Career Development Award. From left are oncology nurse Lorrie Powel, Mimi Gregory of the Friends of the MGH Cancer Center, Ms. Schaeffer, Ms. Goldberg, oncology nurse Deborah Mayer, and Lynne Brickley of the Friends of the MGH Cancer Center.

Charles A. Marotta, M.D., Ph.D., Director of the Neurobiology Laboratory at the MGH and Associate Professor of Psychiatry and Neuroscience at Harvard Medical School, is the recipient of a $100,000 Metropolitan Life Foundation Award for excellence in Alzheimer's research. Dr. Marotta is also Director of the Molecular Neurobiology Laboratory at McLean's Hospital in Belmont.

Quilt

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"We don't know where their modeling careers are going," said Ms. Rice. "But we intended for this to be fun. And we hope they come back to the MGH next summer." The MGH employed 73 high school and college students this summer.

The props used in the photograph were provided by MGH departments. Physical Therapy provided the skeleton. Security provided the officer's hat. Bonnie Hart, RN, of Nursing Recruitment, and June Carol, RN, of Employee Health, loaned the photographer stethoscopes. The tray and food came courtesy of the Department of Dietetics. Employee Relations provided the computer. Materials Management provided the scrubs and the lab coat. The Refrigeration Shop provided the maintenance belt and hard hat. The graduated cylinder came courtesy of the Clinical labs, and the blank medical records were provided by Medical Records.

Pictured here with Kathy Rice, Assistant Director of Human Resources (far left), are Sam Lee who attends Harvard University, Leila Germano who attends Pine Manor College, and Courtney Gelberman who attends Williams College. Far right is Pam DiNobile, Coordinator of the Summer Hiring Program. Not pictured are students Erin Fuller, Glen Fortin, and Caleb Desrosiers.

Women's Health Associates has moved

Women's Health Associates has moved to the third floor of the Physician's Office Building, 275 Cambridge Street. The new telephone number is 724-6700.

The practice is expanding its services to include general medical care for adolescents, and on Wednesday mornings, for both male and female adults.

Job sharing: a new trend elsewhere, but not at the MGH

The MGH is on the cutting edge in many ways including new employment trends. The last Hotline featured a story on job sharing that profiled two MGH secretaries, Georgia Lezcano and Janice Cahill. Ms. Lezcano and Ms. Cahill work for Dr. Charles Boucher, an MGH Cardiologist, and have had a job

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Cynthia Huff (left) and Diane Woods share all duties as secretaries to Dr. Edwin Wheeler. Ms. Woods has had job sharing relationships for 20 years. Ms. Huff is not new to the arrangement either. She has job shared for eight years now.

Operations coordinators

from page 2

support on the unit. She supervises support staff including the operations associate and the unit assistant. And she is the liaison between the health care professionals on White 11 and ancillary services such as Dietetics, Pharmacy, and Environmental Services.

Sometimes, handling her many responsibilities can be challenging. "You are the front-line person," said Ms. Galvin. "It's like an orchestra all day long, and you are conducting." Ms. Galvin points out that operations coordinators must be able to manage crises while remaining calm and efficient. In addition to being able to handle their own stress, they also have to deal with the stress of others. A technique Ms. Galvin sometimes employs after a particularly difficult day is treating the staff to M&M's.

"The operations coordinator is the conduit for all things that go through the unit," said Ms. Capodilupo. "They receive patients, triage calls, and plug in the appropriate personnel to meet the patient's needs."

One of Ms. Galvin's goals is to emphasize guest relations. In addition to facilitating the delivery of medical care, she also ensures that patients get their mail, a newspaper, or assistance with such things as making beauty or barber shop appointments.

"Patricia manages the front desk, and from there flows all of the activity of the unit," said Ms. Capodilupo. "It is the operations coordinator who allows the staff to care for the patient. The coordinator can make or break a unit."

Both Ms. Donnelly and Ms. Galvin emphasize their close working relationship with their head nurse. "We work in collaboration with the head nurse to manage the nonclinical functions on patient care units and ensure quality," said Ms. Donnelly.

"Our relationship is quite solid," said Ms. Myers. "I have a lot of trust in Donna. She manages the unit very efficiently. We meet once a week to trouble shoot. But she is very motivated to define the role for herself."

In July, Ms. Donnelly and Ms. Galvin attended the 9th Annual Convention of the Association of Health Unit Coordinators which included discussion of the role of health coordinators in supporting patient care excellence. They also attended lectures in preparation for the National Certification Exam to be held in Boston November 3. Their attendance at the convention, which was held in Chicago, was sponsored by the Department of Nursing.

The MGH employs 40 operations coordinators working on inpatient units throughout the hospital.

Operations coordinator Patricia Galvin reviews scheduling with Artrena Bynum, an operations associate on White 11.

Pat Kelleher, an MGH research nurse, made her first quilt for Thom, her friend of 25 years. "You don't have many friends of 25 years, and they are hard to replace," she said.

Here Ms. Kelleher works on a quilt for another friend. He was a graduate of MIT, Columbia, and Princeton, and died at 28. On a purple cloth she sews black felt stenciled letters. "Black, Brilliant, Beautiful, Gone."

Quilt

from page 2

people's names on them. They didn't use last names. They didn't put birth dates and death dates on them. They didn't put pieces of memorabilia on them. But now everything is on them."

Some of the panels include such things as stuffed animals, wedding rings, flags, Barbie dolls, buttons, hats, merit badges, photographs, records, rhinestones, and sequins. Each panel is three by six feet, the size of a grave. Eight panels are sewn together to make one quilt that is usually hung on exhibit.. Four quilts are joined to make a larger panel that is exhibited on the ground and used in the unfolding ceremony.

Ms. Kelleher has been a regular participant and organizer of quilting bees held in the Arlington Street Church in Boston. Here families, friends, and volunteers come together to complete quilts. For some, it is the first time picking up a needle, and threading a bobbin is a mystery.

But beyond mastering the technical aspects of sewing, making the quilt brings family and friends together to remember a loved one and begin to deal with the loss. "They sit down, and they start to talk about their sons and daughters," said Ms. Kelleher of the quilting process. "It's a time to share."

Since its inception, the National Names Project has raised $800,000 to provide direct services for people with AIDS. Funds from the Boston exhibit will provide housing assistance for people with AIDS who live in Massachusetts and become homeless because of their illness. The exhibit will also help fund educational efforts directed at people of color, young people, and intravenous drug abusers.

As Ms. Alejunas pointed out, the sheer size of the quilt is a powerful educational tool. "As big as it is—it spans nine football fields now—it still represents only 15% of Americans who have died of AIDS," she said.

The quilt was intended to be a celebration of Bill's life. And last month the family held a gathering to celebrate the completion of the quilt. "The quilt is going to be hard to give up," said Ms. Alejunas. "It represents a very important part of the family that is missing. And you see that missing piece every time we get together."

"This is an individual panel representing one person," said Ms. Kelleher referring to the quilt for Bill. "But the entire quilt represents the fact that the individuals who died of AIDS had many people who loved them." For more information about the Names Project call 451-9003.

Job sharing

from page 3

sharing relationship for the last four years.

Though job sharing has been referred to as the trend of the 90's, some MGH employees have been involved in these arrangements for years. Diane Woods started job sharing some twenty years ago when she worked as a secretary to Dr. James H. Currens, now deceased. She started her career at the MGH as the full-time secretary to Dr. Conger Williams, retired, and later shared duties with another secretary in his office after her tenure with Dr. Currens ended. Ms. Woods now job shares with Cynthia Huff. They are both secretaries to Dr Edwin O. Wheeler, an MGH cardiologist.

Ms. Woods and Ms. Huff have shared duties for eight years. Both secretaries agree that experience, communication, organization, and fairness are necessary to make the relationship work.

"You have to be experienced," said Ms. Woods, "and you must appreciate that communication is very important." The two secretaries book appointments, schedule tests and surgery, handle third-party billing, take dictation, keep Dr. Wheeler's teaching and meeting schedules, and administer electrocardiograms.

"The arrangement works as well as the two people work together," said Ms. Huff. "That's the secret. Diane and I work together very well." To ensure continuity, the two secretaries leave notes for each other and occasionally call each other at home. They also carefully document what they have done, and attempt to finish projects they have started.

"The reason it has worked," said Dr. Wheeler, "has been the compatibility of the two secretaries and their reliability. It would be very easy for things to fall between the cracks if they didn't communicate."

Ms. Huff works on Monday, Wednesday, and Friday, and Ms. Woods on Tuesday and Thursday. Both secretaries do all aspects of the job, because as Ms. Woods pointed out, "To be most effective and to provide the best service to Dr. Wheeler and the patients, both should be equally exposed to everything the job requires."

Ms. Huff sought out the relationship because she needed more time at home with her children yet wanted all of the responsibilities of a full-time job. Ms. Huff said, "When I started job sharing, it gave me time to do the things I needed to do as a mother. Now it allows me the ability to go to school part time." Ms. Huff is enrolled at Boston University's School of Public Health.

Both secretaries echoed some of the same sentiments when asked about the advantages of job sharing. They experience less stress. "It is very important in a busy office such as this that you don't get burned out," said Ms. Woods. "Each of us has a lot more energy to put into the job."

The employer gets better coverage during vacations and illness because one secretary can cover for the other when she must be away. As well, Ms. Woods added, "When you have two people functioning at that desk, there is less chance of oversight. The efficiency is two-fold or even more." Another interesting advantage pointed out Ms. Woods, is that the two secretaries are able to provide coverage for other physicians when their secretaries are on vacation or ill.

Dr. Wheeler, who has for the last 10 years had secretaries who have shared duties, says that there are advantages and disadvantages to these arrangements. One disadvantage is that problems can sometimes occur that one secretary is more familiar with than the other. A key advantage however, is the ability to utilize different sets of strengths. "They each have different strengths and weaknesses," he said. "You can utilize those differences in personality and competence."

Ann Marie Mikols, an MGH employee for 12 years and friend of Bill Jay and his family, completes artwork on Bill's memorial quilt.

The MGH HOTLINE is published seventeen times per year by the MGH News Office
William E. Walsh, *Vice President for Resource Development and Public Affairs*
Martin S. Bander, *Director of News and Public Affairs*
Kennetha J. Bigham, *Editor*

MGH HOTLINE

4 October 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Last month the MGH held a grand opening ceremony at Fox Hill Village, the hospital's continuing care community. This view shows the front of the complex. The main entrance leads into the Commons, the focal point for community activities.

Fox Hill Village realizes Eleanor Clark's dream

Fox Hill Village was Eleanor Clark's vision. "My memory of Eleanor Clark (a former Director of Social Service at the MGH) was one of her enthusiasm for the concept of a teaching hospital going the extra distance in reaching out to the elderly community," said Vincent Cucchiara, Vice President for Program and Facilities Development.

The MGH last month recognized the realization of that vision in a grand opening ceremony at Fox Hill Village, the hospital's continuing care community. The event was attended by more than 400 people involved in the project. MGH General Director Dr. J. Robert Buchanan gave the opening address. Also speaking were Christopher Marker, President of Hillhaven, and Shirley Howard, Chairman of the Board of Selectmen of Westwood. Mr. Cucchiara was master of ceremony.

Fox Hill Village features 356 apartments and a 70-bed nursing home. In honor of Ms. Clark, the nursing home has been dedicated the Eleanor Clark House.

Ms. Clark was the third director of the MGH Department of Social Service, the first such department in a U.S. hospital. She was appointed director in 1964 by the late Dr. John H. Knowles, a former General Director, and remained at the helm for 20 years.

Understanding that the Medicare bill would mean shorter hospital stays for patients, Ms. Clark instituted the MGH's Continuing Care Planning Unit in 1964, the country's first program to address the aftercare needs of elderly patients who could not return home upon dis charge.

Throughout her career, which she began in 1951 as an MGH social worker, Ms. Clark sought to address the health care needs of elderly people. She instituted Lifeline, Adult Day Care, and the Adult Foster Care Program, a first in a general hospital. The only other such program was in a Veterans Administration psychiatric hospital.

In 1984, the MGH Board of Trustees appointed Ms. Clark Associate General Director of the hospital with Gellestrina T. DiMaggio, then Director of Nursing. This was the first time in the hospital's 173-year history that a woman had been appointed to this post.

Fox Hill Village covers 83 wooded acres in Westwood. By combining independent living units with assisted living units and a nursing home, the community can accommodate the different care needs of its residents throughout their lives.

Fox Hill Village is a joint venture of the MGH Health Services Corporation and Hillhaven Corp. The community is cooperatively owned by its residents and managed under contract by Hillhaven. "We are unique in that Fox Hill is set up as a cooperative," said Tom Moore, Projects Director of the MGH Health Services Corporation. "The residents have control over most aspects of the project. Once all of the units are sold, we disappear as an owner. We are there only as service people. The residents will determine their own community."

A full-time registered nurse and

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MGH opens laser skin treatment center

by Gail Davison

The MGH in August opened the largest laser skin treatment and research center in the world. Already international leaders in the treatment of skin disorders with lasers, MGH dermatologists now have the ability to treat, as outpatients, up to 200 people a week.

Disorders that can be treated — with minimal or no scarring — include port wine stains, spider veins, acne rosacea, warts, and pigmented lesions like "liver spots." Using a laser technique approved by the FDA only about eight months ago, physicians at the new Dermatology Laser Unit will also remove tattoos with virtually no scarring.

"In the past five years, many of the major advances in the field of laser dermatology have been introduced by physicians at the MGH," said Dr. R. Rox Anderson, an MGH dermatologist. "But while we had the capabilities to treat these conditions, we didn't have the space to meet patient demand. Now, with the opening of this new unit, we will be able to treat five times as many patients as we could before."

Four years in the planning stages, the new unit occupies approximately 2,000 square feet of treatment and clinical research space on the top floor of the new Professional Office Building on Cambridge Street. The Director is Dr. Joop Grevelink, an MGH dermatologist. "When you combine this Dermatology Laser Unit with the existing Wellman Research Laboratories," said Dr. Grevelink, "the two represent the single largest medical laser treatment and research facilities in the world."

In the 1960s, there was only one type of laser available to physicians, explained Dr. Ernesto

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A Golden Anniversary at the MGH

When Edith Morvitz of Wilkes-Barre, Pennsylvania came to the MGH for an outpatient diagnostic procedure, she never expected that she would require surgery and have to be hospitalized for nearly two months. Her sudden hospitalization could not have happened at a more importune time.

Last month was Judge and Mrs. Morvitz's 50th wedding anniversary. MGH health care providers were determined that the couple would make the most of their golden anniversary. The nurses on Ellison 16 provided taped music and arranged to get a cake from the Department of Dietetics. Gingerale had to fill in for the champagne. Joan Gallagher, RN, an oncology clinical nurse specialist, noted that Clara Grant, Johnny Harris, Jean Exilus, and Rowan Baptiste, all of Dietetics, were helpful in arranging food for the celebration. "It takes a team effort to make these little moments happen," said Ms. Gallagher.

Pictured from left are Ms. Gallagher, Maryellen Boutin, RN, and nursing assistant Heather Austin as they join the couple in celebrating their 50th wedding anniversary. Roseanne Tarp was Ms. Morvitz's primary nurse, Kathy McKinny her associate nurse, and Dr. Arlan Fuller her gynecologist.

In general

Maureen Spencer, RN, BSN, CIC, Senior Infection Control Nurse at the MGH, delivered the 10th Annual Carole DeMille Lecture at the conference of the Association for Practitioners of Infection Control (APIC). More than 1,200 infection control practitioners attended the conference held in Washington, D.C. Ms. Spencer's lecture was entitled *Paradigms of Personality in Infection Control Practice.*

The Carole DeMille Lectureship is a juried national appointment presented each year to a practitioner in infection control. Ms. DeMille was a founder of the APIC and an international authority on hospital infection control.

A native of Boston, Ms. DeMille graduated from the MGH School of Nursing in 1953. She worked at the MGH in a variety of positions until she became the hospital's first infection control nurse in 1967. She was instrumental in planning a historic worldwide meeting on hospital infection control which was sponsored by the World Health Organization. Ms. DeMille died at the MGH of cancer in 1979.

Sandra Bock, PA-C, M.Ed., a Physician Assistant at the Bunker Hill Health Center, joined 5,000 fellow members of the American Academy of Physician Assistants (AAPA) in New Orleans for the 18th Annual Physician Assistant Conference.

Physician assistants practice medicine under the supervision of licensed physicians. Like doctors, physician assistants are required to keep abreast of medical advances through continuing medical education courses. The conference offered over 170 continuing medical education sessions, medical workshops, and professional and scientific exhibits.

Dr. Arthur Sober, Associate Chief of Dermatology at the MGH, recently hosted the American Cancer Society's legislative breakfast in Boston. The focus of the presentations was on skin cancer prevention and detection and a bill to regulate suntanning parlors.

MGH dermatologist **Dr. Thomas B. Fitzpatrick** and **Irvin H. Blank**, Ph.D., Harvard Medical School Assistant Professor of Dermatology, Retired, were recently honored with Distinguished Service Medallions by the Dermatology Foundation at its 25th Anniversary. Drs. Fitzpatrick and Blank were two of the principal founders of the foundation. Dr. Fitzpatrick was MGH Chief of Dermatology from 1959 to 1987 and is Professor Emeritus at Harvard Medical School.

Deanna Pearlmutter, Ph.D., Director, Surgical and Psychiatric Nursing Services, presented a paper *And Never the Twain Should Meet: The Collaborative Relationship Between Administrator and Psychiatric Consultation Liaison Nurse*

Maureen Spencer, RN, BSN, Senior MGH Infection Control Nurse

with Dr. Lisa Robinson of the University of Maryland at the fourth National Psychiatric Liaison Nursing Conference in Charleston, South Carolina.

Theresa M. Visconti, Assistant Director of Pharmacy, was recently elected president of the Massachusetts Society of Hospital Pharmacists. An active member of the society for many years, Ms. Visconti has chaired or served on several committees and regularly speaks to groups of students and guidance counselors about careers in hospital pharmacy. In June she began serving a one-year term as president-elect and will be installed as president the following year.

Dr. Eve Slater, a former MGH physician, has been named vice president of Clinical and Regulatory Development for Merck Sharp & Dohme Research Laboratories, a division of Merck & Co., Inc. This appointment makes Dr. Slater the highest ranking woman at the company. Before joining Merck, Dr. Slater was Chief of the Hypertension Unit at the MGH and Assistant Professor of Medicine at Harvard Medical School. In 1976 she was the first woman to serve as Chief Resident at the MGH. She is currently an Associate Clinical Professor of Medicine at Columbia's College of Physicians and Surgeons. Dr. Slater resides in Short Hills, N.J., with her husband and two children. Also a flutist, Dr. Slater once appeared as soloist with Arthur Fiedler and the Boston Pops Orchestra.

Dr. Ivan Stamenkovic, MGH pathologist, is this year's recipient of the Benjamin Castleman Award. Dr. Stamenkovic, who is also Assistant Professor of Pathology at Harvard Medical School, received the award based on his paper, *A Lymphocyte Molecule Implicated in Lymph Node Homing is a Member of the Cartilage Link Protein Family,*

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Retired MGH nurse, Helen Coghlan, dies at 86

Helen J. Coghlan, Assistant Director of Nursing in charge of the operating rooms at the MGH from 1953 to 1972, died August 17 at Milton Hospital.

A 1928 graduate of the MGH School of Nursing, Ms. Coghlan later received her bachelor's and master's degrees in nursing from Boston College. She worked at the MGH for 44 years.

Ms. Coghlan (her friends called her "Coggie") was known for her irreverent sense of humor. Mary Macdonald, Director of Nursing at the MGH for 15 years, recalls the first time she met Ms. Coghlan. "She came into my office," said Ms. Macdonald, "and she said, 'I understand you are one of those erudite transplants from academia taking over the ship.'"

Ms. Macdonald remembers Ms. Coghlan as an imposing figure (she was six feet tall) who was a competent and compassionate administrator. "She was a capable administrator who was aware of the unique role played by Nursing during the intraoperative phase of care, and she saw that the staff lived up to their responsibilities," said Ms. Macdonald. "In the process, she was known to bark but never bite."

"She made us tow the mark," said Helen Kiddy, Ms. Coghlan's niece, "but she was always fair. And she was devoted to providing quality patient care. If you didn't do what she thought was right for patients, she let you know about it." Mrs. Kiddy, who has worked at the

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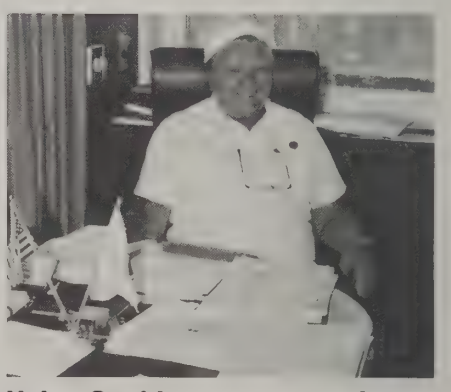

Helen Coghlan never wore her nurse's uniform while in transit to and from work. At those times, she was known to deck herself in a full-length mink (during colder months) and beautiful hats. At work she always wore her turban and insisted that her uniforms be starched so stiff that they could stand up on their own.

Lasers

from page 1

Gonzalez, an MGH dermatologist. This was the ruby laser, made from a ruby crystal. When the beam was directed at tissue, it caused an explosive reaction that literally cooked relatively large areas of the tissue, both diseased and healthy.

By the 1970s an array of lasers had been developed for various medical applications. For dermatologists the most useful of the new machines were the carbon dioxide laser (with a continuous beam found to be an ideal surgical cutting tool), and the argon laser (another continuous beam laser that removes port wine stains — like the one on the forehead of Soviet leader Mikhail Gorbachev — and other red lesions of the skin).

In 1983, Dr. John A. Parrish, Chief of Dermatology at the MGH, and Professor and Chairman of the Department of Dermatology at Harvard Medical School (HMS), and Dr. Anderson were the first to recognize that in contrast to a continuous beam, a pulsed beam of light could be controlled so precisely that it could destroy a single cell — without harming an adjacent one. Their discovery, reported in *Science*, led to the development of the pulsed tunable dye laser, which can be "tuned" like a radio to a particular beam color, wavelength, and pulse duration so it will home in on abnormal blood vessels.

The pulsed tunable dye laser can be set to pulse at 300 millionths of a second. "When you have pulses that short," said Dr. Anderson, also Assistant Professor of Dermatology at HMS, "you are able to direct a lot of heat on a very small target." And it is that degree of selectivity, he said, that makes the pulsed tunable dye such a good laser for treating port wine stains, spider veins (those thin, purple, squiggly lines many fair-skinned people have on their faces and legs), and related blood vessel abnormalities.

"Another advantage of this laser," said Dr. Gonzalez, also Assistant Professor of Dermatology at HMS, "is that unlike the argon laser, the tunable dye leaves no scars. This is particularly important in treating children with port wine stains, because with the old technique children tended to scar the worst."

Another significant innovation investigated by the MGH laser dermatology team was the reintroduction of the ruby laser for a new application — the removal of tattoos.

"Laser researchers went full circle," commented Dr. Anderson.

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MGH HOTLINE

What's happening

MGH graduates pastoral care students

The MGH Chaplain's Department held a graduation ceremony in August for 18 graduates of the Clinical Pastoral Education (CPE) Program. The 10-week intensive summer program included seminars and supervised instruction in providing pastoral care to the sick.

The program continues throughout the year with fall and winter intensive sessions and an extended session which runs from September through April. Some of this year's students will go on to become hospital chaplains, others are involved in parish ministries, and some will continue their education at theological seminaries. "The program is designed to train clergy and seminary students in ministry to the sick," said the Rev. Dr. Phillip King, MGH Chaplain.

Helen Moore, who has been with the Chaplain's Department for two years, was honored at the ceremony. Ms. Moore has resigned her position at the MGH to pursue private practice in pastoral counseling.

The CPE Program began in 1934 under the leadership of Dr. Richard Cabot, founder of the Department of Social Service. It was the first such program in a general hospital.

Seated from left are the Rev. Daniel Lynch, CPE Supervisor; Chaplains Shirley Herman and Dr. Phillip King; and CPE Supervisors Robin Gantz and Helen Moore. Standing behind them are this summer's graduates of the MGH Clinical Pastoral Education Program.

Thank you from the Campbell family

Cathy and Tom Campbell recently sent the hospital this letter of thanks.

"We would like to thank the many groups and individuals who supported us when we needed them the most. Maureen is doing great and, without your support and prayers, this may not have been possible. It was nice to know that when things looked the worst, we had so many people behind us. It made life a lot easier. Our thanks and love go out to everyone."

(Signed) Tom and Cathy Campbell.

Maureen Campbell was hospitalized at the MGH for three months last spring with an often fatal respiratory disease. She was treated with ECMO (extracorporeal membrane oxygenator), an artificial lung. Maureen spent 34 days on the machine, the longest any child has been on ECMO. Despite many setbacks during the course of her care and despite the fact that her lungs appeared irreversibly damaged, Maureen left the hospital with her parents in May, apparently completely recovered. Many MGH health care providers were involved in her care, and MGH nurses, physicians, and technologists sat by Maureen's bedside day and night. Ms. Campbell says that Maureen is beginning to talk. "It's great to have our little girl back home," she writes.

Maureen Campbell stole the hearts of all those who worked with her during her three-month stay at the MGH.

Research study needs volunteers

Student volunteers are needed to participate in a study examining the relationship between verbal memory and reading ability. Students ages 9 - 18 who have no history of reading disability are invited to challenge their memory on a computer. A small compensation is provided. Please call Susan Powers or Dr. Suzanne Smith at 6-7706 or 6-3235.

Tennis Anyone? Join the MGH Tennis League

The MGH Tennis League will begin its 1990 season on Friday, October 12, at the Charles River Park Tennis Club. The league is open to all MGH employees and meets every Friday from 5:30 - 8:30 pm through May. For more information, call Phillip Dee at ext. 6-6136 or Rosalie Christiana at 547-1386, or plan to stop by on October 12.

Lecture series recognizes Pastoral Care Week

Pastoral Care Week is October 22-28. The MGH Chaplain's Department will recognize the week with a lecture series entitled *Grief as Healing*. The first lecture will feature the Rev. Dr. Phillip King, Director of the Chaplain's Department, as speaker. It is entitled, *Blessed Are They That Mourn*, and will be held Monday, October 22, from 10:00 - 11:30 am. Rabbi Earl Grollman will deliver a lecture the following day from 3:30 - 5:00 pm, entitled, *Grief and the Caregivers*. Dr. Phyllis Herman of the MGH

Institute of Health Professions is the speaker for the October 24 lecture entitled *Grief as Change: Constructing a New Reality*, also scheduled from 3:30 - 5:00 pm. The final lecture in the series is entitled *Death and Hope* (speaker to be arranged) and is scheduled from 3:30 - 5:00 pm Thursday, October 25. All lectures will occur in the Melzer Auditorium of the Massachusetts Eye and Ear Infirmary.

Plastic surgeon's offices have moved

The offices of Dr. G. Gregory Gallico, III, have moved from Warren 9 to the new professional office building at 275 Cambridge Street. The new phone number is 724-6900. Dr. Gallico does a wide range of cosmetic and reconstructive surgical procedures for both men and women.

In general

from page 2

published in ***Cell***.

Dr. Dana S. Rubin, M.S.W., has been designated a 1990 Linda Pollin Fellow. **Dr. Michael S. Jellinek**, Chief of Child Psychiatry, and **Dr. David Herzog**, Director of the Eating Disorders Unit, will serve as her mentors.

During her fellowship year, Dr. Rubin will provide counseling to chronically ill and severely ill children and their parents.

Dr. Robert C. Savage, MGH plastic surgeon, recently had his book chapter, "Tenosynovial Disorders of the Hand and Wrist," e.g. carpal tunnel syndrome, published in McCarthy's Plastic Surgery; published by W. B. Saunders, Philadelphia.

Dr. George R. Prout, Jr., Chief of Urology at the MGH from 1969 to 1989, was recently honored by his alma mater, Albany Medical College of Union University, with the degree of Doctor of Science, Honoris Causa. Dr. Prout is currently MGH Consultant in Urology.

MGH radiologist **Dr. Joseph T. Ferrucci, Jr.**, has been named Secretary of the American Roentgen Ray Society. Dr. Ferrucci is also Professor of Radiology at Harvard Medical School.

Nancy Ferullo, Orthotic Technician in the MGH Podiatric Unit, attended a course in Muncie, Indiana, entitled "Pedorthic Management of the Foot." The course covered such topics as custom shoe making, shoe modifications, and orthotic fabrication. Ms. Ferullo was awarded a certificate of *Orthopaedic Shoe Technician* upon completion of the 50-hour course.

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William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Coghlan
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MGH for more than 17 years, is secretary to Dr. Michael Jellinek, Chief of Child and Outpatient Psychiatry. For two years in the early 1960s, she worked for Ms. Coghlan.

A World War II veteran who eventually achieved the rank of Major, Ms. Coghlan served as director of the operating rooms for the Sixth General Army Hospital. The hospital was comprised mostly of MGH nurses and physicians. It was first stationed in Casablanca, Morocco, and later in Italy.

Mrs. Kiddy remembered her aunt telling of an incident when General George Patton came to the hospital for minor surgery. "He thought he was running the show until he met her," said Mrs. Kiddy. "She told him, 'General, in this operating room, I am the Commander in Chief.'"

Mrs. Kiddy says that though her aunt always made her expectations clear, she was a compassionate person. During the war, Ms. Coghlan would stand in line for hours to collect food for the Carmelite nuns and the children around the camp. "Underneath her toughness," said Mrs. Kiddy, "was the warmest, kindest, most giving person I've ever known."

A devout Catholic who attended mass every morning, Ms. Coghlan in 1944 received one of the longest audiences with the Pope (Pius XII) granted an American woman, second only to diplomat Clare Booth Luce.

A memorial service for Ms. Coghlan was held on September 27 at the MGH Chapel. Attending were family members, friends, colleagues, and former classmates of Ms. Coghlan. Ms. Macdonald gave the eulogy.

Ms. Coghlan is survived by her sister Elizabeth B. Coghlan of Quincy; her nieces, Mrs. Kiddy, Patricia Samodelov, and Virginia C. Coghlan, all of Quincy; Geraldine M. Lynch of Norwood; and Mary E. Reed of Florida.

Fox Hill
from page 1

a social worker, both hired by the MGH, coordinate residents' care. Fox Hill also has a library, a woodworking shop, an exercise facility, an auditorium, a greenhouse, a post office, and banking facilities. Each unit has a kitchen and washer and dryer. Meals are served to residents in an elegant dining room that seats 275 people.

Many of Fox Hill's residents are either associated with the MGH or from the surrounding communities of Dedham, Westwood, and Chestnut Hill. "Eighty percent of the people moving into Fox Hill are either former MGH employees, family members of employees, former patients, or benefactors of the hospital," said Mr. Moore. "The MGH reputation is what these people are depending upon."

More than 100 residences have been occupied, and 12 residents have moved into the Clark House. Construction of the facility is to be completed by December

Lasers
from page 2

"We went back to the first laser ever invented and updated it by shortening the pulse duration and increasing the intensity of light.

"The pulse of this laser," he said, "can be set to one 40-billionths of a second. In that amount of time, a Concorde flying at full speed will only travel one-tenth of the way across the width of a human hair. But in that one 40-billionths of a second, the laser produces approximately the same amount of power as the average nuclear power plant does in the same period."

The Q-switched laser has proven extremely useful in the removal of tattoos. "Perhaps 5 to 10 percent of the American population has a tattoo," said Dr. Charles Taylor, Research Fellow in Dermatology. "And although there are no reliable statistics on the subject, probably half of those people wish they didn't."

Using the Q-switched laser, specialists can remove most amateur tattoos with no residual scar. ("Professionally applied tattoos," cautioned Dr. Grevelink, who is also Instructor in Dermatology, HMS, "are sometimes more difficult to remove perfectly, especially if they are made from red or yellow dyes.")

The tattoo removal technique has already prompted inquiries from more than 1,500 people. Information about specific treatments is available by calling 724-6960.

In addition to developing treatments for skin problems, physicians at the MGH's Wellman Laboratories were the first to develop a laser treatment to destroy kidney stones lodged in the ureter and another for gallstones in the outflow tract from the liver.

The new Dermatology Laser Unit is equipped with a carbon dioxide laser, plus one or more pulsed tunable dye and Q-switched ruby lasers.

"We're excited about the new unit," said Dr. Grevelink. "It gives us an opportunity to combine our research and clinical efforts in the development of treatments that happen to work extremely well and make patients very happy. It's rewarding."

If you have been wondering about the little white vehicle that recently has been tooting around the MGH, it belongs to the Department of Parking and Commuter Services. They share it with Police and Security and Environmental Services. The vehicle is used to conduct security checks in the parking garages and tow the dumpsters from the new buildings on Cambridge Street. It also provides transportation to and from the main campus and the outlying parking lots. The three-wheeler reportedly gets great gas mileage.

Addition

The story in the last issue of the MGH Hotline which reported on the hospital's first lung transplantation procedure neglected to mention two of the physicians who assisted with the surgery. Douglas Wood, Chief Resident of the Thoracic Service, removed the donor lung. Dr. Chris O'Connor, a Fellow with the Thoracic Anesthesia Service, assisted in the operating room. Others assisting were Bert Enos, Jack Butler and Marianne Columbia.

Any surgical procedure, especially one as complicated as a lung transplant, requires the teamwork of many people. There are the Environmental Services workers who ensure that the operating room is sanitary; the anesthesiologists, surgeons, and nurses who work together to perform the surgery. There are the many health care professionals who provide critical pre- and post-operative care. And there are the social workers, ministers, and therapists who provide the necessary emotional support for the patient and family. These and many more (the list is too long to include here) help make the MGH one of the few places in the world where people can come and receive life-saving care that they could perhaps get nowhere else.

Retirements

Congratulations to the following MGHers who have retired:

January 1990

Joseph McCue, Administration, 38 years
Stephen LaMonica, Radiology, 26 years
Bernard H. Speaks, Building Service, 26 years
Astrid Bozkurtian, Treasurer's Office, 18 years
Geraldine Davis, Building Service, 12 years
Richard McShane-Gilmore, Radiology, 9 years
Robert Allen, Emergency, 8 years

February 1990

Thomas Panowicz, Bunker Hill Health Center, 20 years
Susie Yarbough, Dietetics, 20 years
Pauline Monovicz, Radiology, 18 years
Iona Alexander, Environmental Services, 16 years
Joyce Huggins, Cancer Center, 15 years
Claray Roberts, Dietetics, 10 years
Zadie Weaver-Burt, Building Service, 10 years
Carl Ewing, Materials Management, 6 years

March 1990

Gertrude Kalnins, Blood Transfusion Service, 32 years
John Carey, Security, 22 years
Doris Schreckengaust, News and Public Affairs, 21 years
Leo Geleas, Environmental Service, 10 years
Edith Hanks, Radiology, 5 years

April 1990

Fred Bonk, Biomedical Engineering, 20 years
George Calliendo, Building Service, 13 years
James Conley, Environmental Services, 25 years
Doreen Findlay, O.R. Administration, 13 years
Joseph Johnston, Security, 14, years
William Prentice, Dietetics, 45 years

May 1990

Claire Doran, Inpatient Billing, 11 years
Helen Ertsos, Chemistry Lab, 20 years
Robert Gomes, Environmental Services, 24 years
Bette Hutchins, Pathology Lab, 34 years
Leneth Simpson, Nursing Support Services, 24 years

June 1990

Ezekiel Hicks, Building Service, 13 years
George Hull, Computer Center, 24 years
Mildred Johnston, Reproductive Endocrine Unit, 26 years
Daniel Salvucci, O.R. Nursing, 34 years

MGH HOTLINE

25 October 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Smaller is better

The MGH changes the ground rules for training physicians

The medical profession is under a great deal of stress that many around the country fear will impact the quality of teaching in hospitals as well as the ability to recruit and retain physicians.

To adapt to the changing face of health care, the MGH is changing how it trains doctors. The Department of Medicine, under the leadership of Dr. John Potts, Jr., has instituted a new system that helps provide a more intimate teaching atmosphere for residents by dividing the clinical services into smaller units.

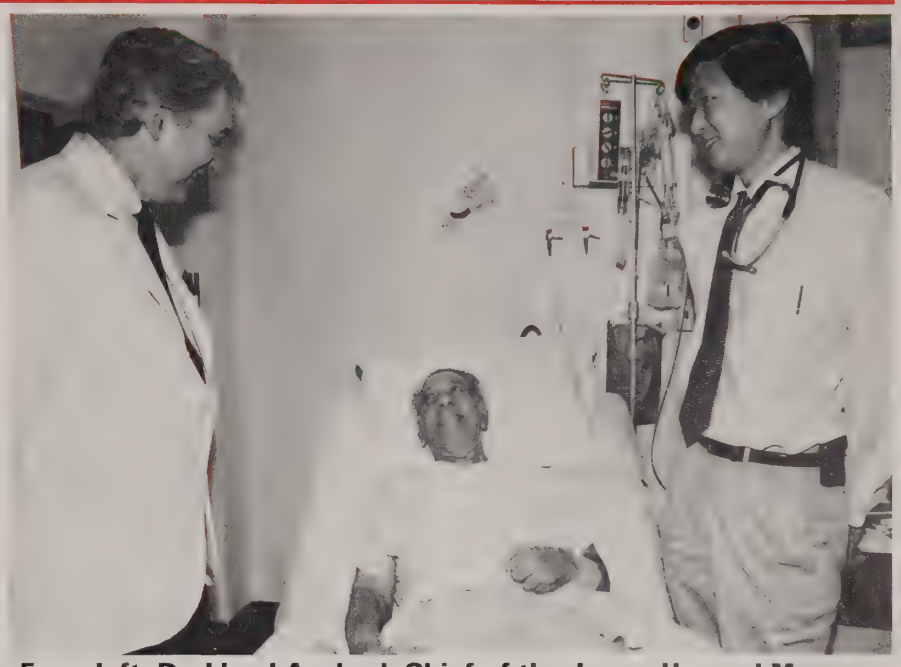
The Firm System, as it is called, divides the department into thirds. Several services such as the Emergency Department, Oncology, and the Intensive Care Units are left out of the new system so that members of the three firms will have opportunities to interact when working on these services.

The system enhances the quality of teaching by ensuring that residents get more one-on-one interaction with the medical staff despite increasing demands on physicians. It emphasizes the MGH tradition of bedside teaching. And it addresses morale issues by creating opportunities for mentoring and support.

The three firms are named for former Chiefs of Medicine who were distinguished teachers, care givers, researchers, and administrators. Each Firm is headed by a Chief whose primary responsibilities are patient care and teaching.

The James Howard Means Firm is headed by Dr. Lloyd Axelrod, MGH physician and member of the Diabetes Unit, and Associate Professor of Medicine at Harvard Medical School (HMS). The Walter Bauer Firm is headed by Dr. Leslie Fang, MGH physician and Assistant Professor of Medicine at HMS. And the James Jackson Firm is headed by Dr. Morton Swartz, founder and former Chief of the MGH Infectious Disease Unit and Professor of Medicine at HMS.

"This department has a great tradition of clinical excellence and bedside teaching," said Dr. Axelrod. "As has been the case with many aspects of medicine in this country in recent years, that tradition has been under tremendous pressure. We want to respond in a creative manner to reaffirm our excellence."



From left, Dr. Lloyd Axelrod, Chief of the James Howard Means Firm, checks in on patient Robert Zambella with resident Daniel Chung. This photo was taken in the Baker Building. The unit has since moved to Ellison.

The pressures Dr. Axelrod refers to include shortened lengths of stay, increased admissions, a sicker patient population, rising malpractice insurance rates, and more governmental and third-party regulation. All of these factors, singularly or combined, add to physicians' work loads, impact morale, and can affect the amount

continued on page 2

? ? ? Question 3: Is it good medicine ? ? ?

Is the Citizens For Limited Taxation (CLT) initiative, "Question 3" on the November 6 ballot, good for health care? Is it good for the citizens of Massachusetts? Is it good for the State's economy? You decide.

Drafted two years ago, the bill would roll back taxes to 1988 levels, eliminating $6 billion in state revenues over the next three years. It would also require the State to pay back $1 billion in taxes already collected and spent. It would reverse a temporary tax increase enacted last year to pay off the 1989 budget deficit including back Medicaid bills to nursing homes and hospitals.

The initiative seeks to put control of spending back in the hands of the citizens by putting a choke hold on big government.

Proponents of CLT say it will send a needed message to the legislature and force Massachusetts to stop its spending spree. Opponents say that that message is going to hit Massachusetts citizens where it hurts. It's going to cut jobs and municipal services like police and fire protection. And it's going to make it harder to give Massachusetts children a good education.

Yes or No to CLT?

Yes: The bill, says the Massachusetts Taxpayers Foundation, would return to taxpayers $246 million each year. According to the Boston Herald, that would translate into a single person who earns $20,000 a year getting an additional $6.26 more in his paycheck each week.

No: Will you really get more in your paycheck, or will you just be out of a job?

The initiative would enact the largest tax cut in U.S. history, slicing a whopping 15% from the state budget. Opponents of Question 3 estimate that anywhere from 25,000 to 50,000 jobs would be lost.

Not only would state employees be laid off but private sector employees would also get pink slips as businesses dependent upon state contracts downsize or close their doors. Then too, the more people laid off, the more an already sick economy will worsen, leading to still more layoffs.

Yes: The bill would decrease certain fees paid by hospitals such as Board of Registration in Medicine licensing fees. According to the Massachusetts Hospital Association, the savings to hospitals would be minimal.

No: CLT would cause nursing homes to close. Right now 49 elderly patients are waiting in MGH hospital beds for already scarce nursing home slots at an estimated cost of more than $25,000 a day.

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It was a fair September (story page 3)

Engracia Olivera helps her daughter Grace try on one of their wedding creations exhibited at last month's crafts fair. Grace has worked at the MGH for four years.

The hospital's first cultural diversity celebration featured entertainment by Lowell Angkor, a Cambodian folk dance troupe. See story on page 3.

Inside

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MGH HOTLINE

In general

Dr. Nicholas Zervas, Chief of the Neurosurgical Service at the MGH and Higgins Professor of Neurosurgery at Harvard Medical School, has been elected Chairman of the American Board of Neurological Surgery. Dr. Zervas was elected in May at the Board's semi-annual meeting and 50th Anniversary celebration which he hosted here in Boston. Dr. Zervas has been a member of the board for six years.

In addition, Dr. Zervas was elected President of the American Academy of Neurological Surgery at the Academy's October meeting in Florida. Dr. Zervas has served as Treasurer and as Secretary of the Academy.

Dr. John Parrish has been named Edward Wigglesworth Professor of Dermatology at Harvard Medical School (HMS), succeeding Dr. Thomas Fitzpatrick, now emeritus. Dr. Parrish, Chief of Dermatology at the MGH and Chairman of Dermatology at HMS since 1987, is a pioneer in the field of photomedicine, the use of light to diagnose and treat disease.

In the early 1970's, Dr. Parrish, Dr. Fitzpatrick, and Dr. Madhukar Pathak helped establish PUVA (psoralen/ultraviolet A) therapy as a new treatment for severe psoriasis and opened a new field of medicine called photochemotherapy, treatment of disease through a combination of light and drugs. These first investigations into light therapy grew into the Wellman Laboratories of Photomedicine and the MGH Laser Biology Program, both directed by Dr. Parrish.

The kidneystone laser lithotripter, that is used worldwide, was developed in the Wellman Laboratories, and the technology developed under Dr. Parrish's direction has been adapted for use in the treatment of certain gallstones.

Other clinical advances in laser studies include the use of tunable dye lasers for treatment of port wine stains and spider veins. The

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Question 3

from page 1

In the last two years, Massachusetts has lost 800 nursing home beds creating a serious shortage of options for essential long term care.

To deal with the fiscal crisis, the State has proposed closing all intermediate care nursing homes, thus displacing 25,000 elderly people. The Massachusetts Federation of Nursing Homes says that if CLT passes it is likely that the State will follow through on that proposal.

By destroying the nursing home link in the chain of health care service delivery, we destroy our own ability to deliver the kind of care we do best in a cost effective manner.

Yes: The bill reduces such budget busters as Medicaid.

No: The initiative repeals the temporary tax hike enacted to cover the 1989 deficit and pay hospitals and nursing homes back Medicaid bills. Hospitals have fought hard to get paid for treating Medicaid patients, and the State still owes us money.

Do hospitals now say that they will not provide health care for the poor because Question 3 further slashes the State's ability to pay for it?

Yes: The bill would roll back all fee increases to 1988 levels. The Boston Herald noted that it would cost 60 cents instead of 75 cents to ride the subway. A gallon of gasoline would cost 6 cents less.

No: Loss in fees would also means loss in services. In a recent Boston Globe story, MBTA General Manager Thomas Glynn predicted that T riders would lose Sunday service on subways and trolleys as well as some bus service.

Funds would be cut from programs that clean up toxic waste sites. Recycling programs would be cut or underfunded, eliminating another area of savings.

Road construction projects would grind to a halt, leaving already unsafe roads and highways in Massachusetts unrepaired, and costing thousands of construction jobs.

Yes: Proponents say that educational institutions like the State's Maritime Academy and the Massachusetts College of Art could with the passage of CLT be consolidated into other colleges or universities.

No: The bill will worsen health care labor shortages by cutting funding for education. The State in the last three years has cut aid to higher education by 19%. University of Massachusetts has already made numerous budget cuts, forcing the layoff of hundreds of employees. Cuts this year will include whole programs and heavily impact the nursing program.

Yes: Opponents of Proposition 2 1/2 filled the airways and print media with dire warnings. But we survived the 1980 cut in property taxes. Why not Question 3?

No: Proposition 2 1/2 cut property

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Get the scoop on the MGH-United Way Campaign

If you want to get the scoop on the hospital's United Way fundraising effort and get a scoop of ice cream as well, show up between 11:30 am and 1:00 pm Tuesday, October 30, at the main cafeteria or Wednesday, October 31, at MGH East.

The ice cream bash is the kick-off event for the hospital's United Way fundraising drive. MGH celebrity scoopers, including Dr. J. Robert Buchanan and other members of administration, will serve homemade ice cream to the accompaniment of strawberries, hot fudge, whipped cream, and nuts. Evening employees can enjoy the fare between 6:00 and 8:00 pm.

This year's campaign also features a drawing. Employees can enter the drawing by filling out a pledge card for a donation to the United Way. Participants are eligible for 20 prizes including tickets to Patriots, Celtics, or Bruins games; two round trip American Airlines tickets to any destination in the United States; and free parking in the MGH garage for one month.

The fundraising campaign continues through November 9. Last year, some 1,300 MGH employees donated $132,000 to the effort. Through the Partners in Caring Partners in Sharing program some of that money was returned to the MGH to benefit patients.

If employees donate more than they did last year, the hospital will receive 25% of the additional funds. United Way last year donated $6,000 to the hospital.

Social Service used United Way funds to meet special needs not met by any other source. For instance, they helped a young family pay burial expenses for their child. United Way funds helped pay a medical insurance premium to keep insurance active for a patient who was unable to work due to illness. And those funds helped to pay for homemakers for the elderly, enabling frail elders to return home.

"The United Way is our collective community response to people in need," said Evelyn Bonander, Director of Social Service and coordinator of the fund drive this year. "With so many programs in

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Smaller is better

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of time and energy staff physicians can devote to teaching.

The hospital has responded to rising admissions by augmenting the numbers of residents on staff. This has evened out the workload but greatly increases the teaching responsibilities of staff physicians.

Additionally, greater regulation and other administrative pressures are forcing physicians to spend more time doing paper work; time that is taken away from training new doctors and caring for patients.

Despite these demands, many physicians feel that now more than ever they must spend more time at the bedside. Why? One reason is to address the increasing use of technology in medicine.

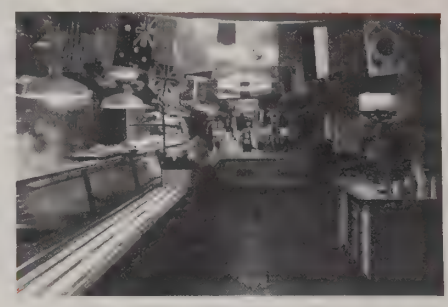
"We are in an era of rapidly changing technology," said Dr. Axelrod. "One of the greatest challenges for at least the next few decades will be the proper integration of high technology medicine with bedside medicine. We have to ask of the technology the same questions that we ask of the bedside evaluation: how does each technological innovation contribute to the care of the patient, and how does it compare with alternative clinical and technological methods to deal with the patient's problem? This is one of the goals of our teaching."

"The Firm System," said Dr. Potts, MGH Chief of Medicine and Jackson Professor of Clinical Medicine at HMS, "enhances house staff education by featuring a selected group of superb clinical teachers and by improving continuity in teaching on the private service."

The Firm Chief conducts clinical conferences with residents, interns, and medical school students to discuss patient care needs. Firm Chief rounds provide regular opportunities to engage residents and interns in bedside instruction. And to utilize the teaching expertise of other members of the medical staff, the system allows a visiting staff physician (the Firm Visit) to take turns teaching on the Firm to which he or she belongs.

To complement the change in teaching on the private service, noted Dr. Potts, the Department of Medicine also has changed the orientation of Medical Grand Rounds. Members of the three Firms participate in and help organ-

ued on page 4



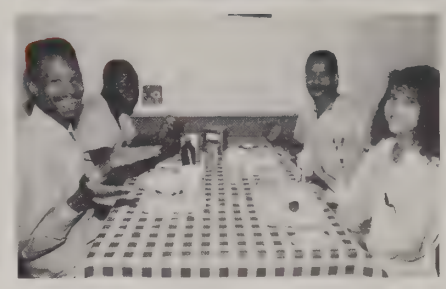
MGH celebrates diversity

The MGH fared well in September. On Wednesday September 12, the hospital sponsored a cultural diversity fair which featured cultural displays by area organizations, live entertainment, free popcorn and cotton candy, and international cuisine in the main cafeteria.

The event, called "Celebrating Us: A Festival of Cultural Diversity," featured displays provided by the MGH Interpreter Service, Human Resources, the Peabody Museum of Salem, Talking Drums, the Museum of Afro American Artists and others.

Helen Doherty, Director of Dietetics, and her team added a festive air to the main cafeteria with a variety of decorations. The menu featured recipes employees submitted as part of a recipe contest.

Employees were entertained by an Afro-Brazilian dance troupe, a Brazilian band, a Meditteranean jazz orchestra, a German accordion player, an Irish fiddler, a traditional Cambodian folk dance troupe, and a steel drum band.



It was a fair September

Crafts fair highlights employee creativity

Friday September 14, MGH employees packed the Bulfinch tent for the hospital's first crafts fair. The event, sponsored by the Ladies Visiting Committee (LVC), featured the crafts and art work of MGH employees and their families. Vendors occupied 45 tables where they displayed such items as knitted sweaters and hats, wreaths, dried flowers, jewelry, quilts, clocks, and hand-painted silk scarves and pillows. "There are so many talented people here," said Lesley Kaufman, Director of the LVC Shops, "we thought that there should be a way to feature their talent and creativity."

HAPPY HALLOWEEN

Question 3

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taxes. The State bailed cities and towns out of proposition 2 1/2 by increasing local aid.

There is no one to bail out Massachusetts. In fact, Wall Street sent a clear message to Massachusetts that if CLT is enacted the State may not be able to borrow money. Standard and Poors, the Wall Street agency that determines the value of investments, has said that Massachusetts bonds would be lowered to junk bond status.

For the State, that means that interest rates would soar. Massachusetts would have to pay more to borrow money.

For the MGH, that means it could be harder to borrow money for capital improvement projects such as new construction and equipment purchases that keep us a national leader and keep patients coming here.

Wall Street's lack of confidence in the local economy may influence how much interest the hospital has to pay on bonds it purchases for such projects.

Yes: The bill would take fee-setting power out of the hands of government.

No: The bill actually gives legislators on Beacon Hill more power than they already have to determine what you will pay for certain services. Question 3 would allow the legislature itself to set fees that determine how much you and I will pay in tolls, to ride the subways and busses, and to have drivers licenses renewed.

Yes: The Bill sends a message to big government that Massachusetts taxpayers are angry.

No: Voters have already sent a message to government by voting out incumbents. This bill ties the hands of the new governor we elect in November. Anyway, are you mad enough to set fire to the house you're living in by voting "Yes" on Question 3?

Stair climbing contest in Phillips House gives elevators a break

To encourage employees to use the stairs and to raise awareness about the efficient use of elevators, the hospital is sponsoring a stair climbing contest in the Phillips House.

The contest, which begins November 1, is open to all MGH employees. Score cards are available in Nursing Support Services on Phillips House 1 and on every inpatient unit in the Phillips House.

Use the score card to record the numbers of flights of stairs you climb (up or down) each day. Tally those numbers at the end of the week, and turn in your card to Nursing Support Services. After four weeks the total score will be tallied, and a winner will be announced in early December. Prizes include a gift certificate for athletic footwear and a free pedicure.

The Phillips House has two elevators: one service elevator and one passenger elevator. Employees

are encouraged to use the service elevators if transporting patients or freight. The passenger elevators should be used at all other times. Taking the stairs whenever possible will further reduce the stress on the elevator system.

"The hospital is looking at ways to make the elevators as efficient as possible" said Jeff Davis, Assistant General Director. "In the mean time, we want to make best use of what we have. "

In general

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program's scope has expanded to encompass experimental and/or proven applications in cardiology, urology, oncology, surgery, and other disciplines.

Dr. Parrish helped establish the MGH-Harvard Cutaneous Biology Research Center (CBRC) which is supported by a ten-year agreement with the Shiseido Company, Ltd., of Japan. The goals of the CBRC, which is directed by Dr. Parrish, are to contribute new understanding and knowledge in fields relating to the biological properties of the skin.

The Edward Wigglesworth Professorship in Dermatology was established in 1907 through a bequest from the estate of Dr. Edward Wigglesworth, one of the first Americans to specialize in dermatology.

Dr. Parrish also was recently named Director of Research at the Harvard Medical Laser Center, established this year to centralize teaching and accreditation of staff at the teaching hospitals.

In 1988, Dr. Parrish was recognized by the American Academy of Dermatology with the Marion Sulzberger Memorial Award for clinical excellence. The Society of Investigative Dermatology in 1982 honored Dr. Parrish as the outstanding basic researcher of the year with the Ninth William Montagna Award.

United Way

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jeopardy by virtue of state and federal cut backs, the United Way is going to be even more important to our community and consequently to our patients, our neighbors, and our own families."

The United Way offers donor plans to meet different giving needs. Recognizing that social issues are so broad ranging they often need to be addressed by several agencies, the United Way this year started the *Community Care* giving plan.

Through *Community Care*, employees can make donations to groups of programs that help address certain categories of need. Community Care categories include Children and Youth; Health Care: treatment, education, and research; Drug and Alcohol Abuse; Employment and Training; The Hungry and Homeless; Physical Abuse, Neglect, and Violence; The Elderly; and Community Advocacy and Equal Opportunity.

"We are very dependent on United Way agencies to continue caring for people once we discharge them," said Ms. Bonander. "Whether it's for hospice care, camp programs for chronically ill kids, or shelters for the homeless that come to us for care, United Way agencies are a very integral part of health care."

Only 15% of your United Way donation goes to administrative costs. Eighty five cents of every dollar goes directly to the more than 200 United Way supported human service agencies that each year provide needed programs to 1.7 million people in the Massachusetts Bay area. And remember, with a successful campaign, a portion of your dollar will help MGH patients.

Smaller is better

from page 2

ize the weekly rounds. "Grand Rounds," said Dr. Potts, "now have a more consistent and well defined clinical focus and usually involve presentation of a patient."

The Firm System answers another concern of hospitals trying to stay at the forefront of patient care; that poor morale is causing some to leave the profession and others not to enter it.

"We are concerned that decreased morale may affect recruitment into medicine," said Dr. Axelrod. "The way that college students often make decisions about going to medical school is by talking to physicians and medical students. Seeing us struggle with these sorts of problems has to affect the decisions they make."

Supplementing the Firm System is a new mentoring program which links staff members with a small group of house staff. "The preceptor," said Dr. Potts, "helps to welcome and orient new interns to the MGH, maintains close contact throughout residency, and follows the post-residency progress of his or her preceptees."

The Firm System was modeled after the British system for teaching physicians. In British hospitals, firms are organized according to specialty and headed by a professor at an affiliated medical school. Several U.S. hospitals have similar systems including Boston's Beth Israel Hospital, Johns Hopkins University Medical Center, and New York Hospital.

To develop a model to meet MGH needs, members of the Department of Medicine researched other systems. "The basic principle at all of these places is that you're taking a large institution and breaking it down into smaller, more intimate, more manageable subdivisions to enhance teaching, camaraderie, and interaction," said Dr. Axelrod.

"The Firm System does help to improve morale," commented Dr. Potts, "by fostering better communication between staff and house staff overall, and by providing a smaller group atmosphere for clinical and social activities. This is particularly important now that the Medical Service has expanded to an unprecedented size."

This new system hearkens back to the days of old when the MGH Department of Medicine was divided into East and West medical services. "Even when the hospital was smaller, it was divided into separate components for purposes of patient care and teaching," said Dr. Axelrod. "In that sense we are going back to what we did many years ago."

MGH traditions have made the hospital one of the most renowned in the world. With the Firm System, the MGH has gone back to its past to address its future. In doing so, it ensures that the traditions of excellence in caring for patients and training physicians will continue.

The MGH HOTLINE is published seventeen times per year by the MGH News Office

William E. Walch, *Vice President for Resource Development and Public Affairs*

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Kennetha J. Bigham, *Editor*

1 November 1990
A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

What's happening

Calling all MGH history buffs! The hospital is developing a taped walking tour and needs your help

To meet the needs of the many groups and individuals who want to learn more about the MGH's history, research, and facilities, the hospital is developing a taped walking tour of the MGH. The professionally narrated walking tour (much like ones used in museums) will eventually be translated into several languages.

But the hospital needs your help. No one knows the history of the MGH better than its employees—some of whom have worked here for 50 or 60 years. Share your knowledge of the hospital's history; your memories of the times and people gone by; as well as your knowledge of current research and issues affecting health care. Your contributions will allow those who use the walking tour to benefit from first-hand accounts of the hospital's past and present. For more information call Pat Rowell in the Volunteer Department at 6-8540 or Diana Fairfax Miller in Staff Development at ext. 6-3130.

Join the Great American Smoke Out

Smoking remains the number one health risk for too many Americans. Join millions of others this fall for the 1990 Great American Smokeout.

The MGH Cancer Center, Employee Health Service, and the Ellison 13 Thoracic Surgical Unit will sponsor a two-day educational exhibit in the WACC Lobby. Visit the lobby Wednesday and Thursday, November 14 and 15, from 10:00 am to 4:00 pm for information and materials.

Nonsmokers can pick up supplies and adoption papers to support a friend trying to quit. Smokers, stop by to drop off your cigarettes and get a bag of goodies and information to help you through the day.

Get your information or goody bag and put your name into the "Employee Quit Bin" to win a Smoke-Out T-shirt or other prizes. The drawing will be held Thursday at 4:00 pm.

Urology Service Moves to Temporary Quarters

Pending completion of renovations on Bigelow 11 and WACC 5, the administrative offices of the Urology Service, the Urological Associates' Group Practice, the Urodynamics Laboratory, the resident's administrative office, and OR Scheduling will move to Burnham 5 on November 8. The WACC Urology Group Practice will move to Burnham 5 on November 16. Telephone extensions remain unchanged.

Volunteer to help scientists learn more about reproductive hormones

Normal male volunteers are needed for a research study on reproductive hormones. Volunteers must be between 18 and 40 years of age, willing to be admitted to the MGH for one day, and taking no medications. Compensation is $100.00. Contact Denise at 6-5382 for more information.

DiRuscio joins MGH Dental Group

Lisa DiRuscio recently joined the MGH Dental Group as a Registered Dental Hygienist. Ms. DiRuscio is a graduate of Forsyth School for Dental Hygienists and has more than ten years of experience in private practice, as well as in hospital settings at Brigham and Women's Hospital and Brighton Marine Hospital. Appointments for cleanings at the MGH Dental Group, WACC 230, may be made by calling 6-1076.

Updates and additions to the 1991 MGH phone directory

Communications employees are now preparing the 1991 MGH phone directory, and they need your

continued on back

help. MGH departments will soon receive a letter with a change form asking for updates and additions to the directory. Please fill out the form promptly. If you have questions, call Pamela Rivera at 6-2086.

Just saying Thanks!

Office of Public Relations
Massachusetts General Hospital
Boston, Massachusetts, 02114

Gentlemen:

I wish to congratulate your hospital on the excellent care I received as a surgical patient on September 7, 1990. I received a total hip replacement. Dr. William Harris was my surgeon.

I am referring specifically to the doctor [Dr. Michael G. Bannon] who administered anesthesia on the morning of September 7th. Never before have I approached surgery experiencing no fear or anxiety and with feelings of such peace of mind. I went to sleep very gently and woke the same way. Your anesthesiologist was very skillful.

I can only conclude that besides Dr. Harris, whom I admire greatly, you have some very excellent and outstanding talent on your service.

Very truly yours,
Margaret H. Craw

Optical Shop offers discount

The Optical Shop at the Massachusetts Eye and Ear Infirmary is now offering a discount to all MGH employees. Just show your MGH identification badge to receive a discount of $15.00 off of the price of a pair of eyeglasses. The Optical Shop is located on the first floor of the MEEI. Business hours are Monday - Friday, 9:00 am - 5:00 pm.

Laser center distinguished lecturer

Robert Ossoff, DMD, MD, the Harvard Medical Laser Center's Second Distinguished Lecturer, will speak on the Free Electron Laser-Applications for Biomedicine on November 15, at 4:30 pm in the Medical Education Center Amphitheatre at Harvard Medical School (260 Longwood Ave.). A reception will follow his lecture. For more information call the center at 735-3165.

Research study needs volunteers

Student volunteers are needed to participate in a study examining the relationship between verbal memory and reading ability. Students ages 10 - 18 who have no history of reading disability are invited to challenge their memory on a computer. A small compensation is provided. Please call Susan Powers or Dr. Suzanne Smith at 6-7706 or 6-3235.

Children's Center grand opening celebration

The MGH Children's Center is holding its grand opening celebration on Wednesday, November 7, from 5:00 to 7:30 p.m. Housed in the historic Captain's Quarters at the Charlestown Navy Yard, the Center provides full- and part-time care for infants, toddlers, and preschoolers. Come and see the new facility and find out first hand about the recreational and educational programs the Center staff provides for the children of MGH employees. If you are interested in attending the celebration, call 932-5357.

Think snow

If you like to ski or hike or are interested in learning to ski, check out the MGH's new club, ***The Generals***. The club is designed for skiers and hikers of all abilities who would like to take advantage of group rates, benefit from the experience of others, and have a good time.

On the agenda this year are ski trips to Sugarbush and Killington, Vermont, and Park City, Utah. The Sugarbush trip will include two nights lodging in a luxury condo with fireplace, cable T.V., heated swimming pool, hot tub, game room, gym, and tennis and squash courts. The package also includes lift tickets for two days—all for $139 per person. Hiking trips have included treks up Mt. Monadnock in southern New Hampshire.

There is no fee to join the club, and you can go on as many or as few trips as you wish. Remember, this club is open to people of all abilities, and beginners are welcome. For more information, write to Lyman Gamiss, care of Computer Services, CNY-10.

1 November 1990

A publication of the News and Public Affairs Office of the Massachusetts General Hospital Bartlett 9/Extension 6-2206

MGH HOTLINE UPDATE

MGH employees and fire department respond to small, smoky fire

Things are returning to normal after a mini-explosion and small but smoky electrical fire yesterday morning in the Gray subbasement across from the Electric Shop. The fire started in an electric switch panel, and burning insulation around the wires caused smoke to waft through vents into several buildings.

The Boston Fire Department received the first alarm at 8:26 am and responded within two minutes. Fourteen fire companies and four chief officers were on the scene. Fire Department personnel worked with MGH teams to move patients to other floors, extinguish the fire, and remove the smoke from affected areas.

Though about 50 patients were moved from several buildings because of smoke or loss of power, none were injured. Fifteen MGH employees, most near the subbasement or basement area, and two fire fighters were treated in the MGH Emergency Department for smoke inhalation. All of the employees treated for smoke exposure have been released.

While some employees were concerned that there might be PCBs (Polychlorinated Biphenyls), that was not the case. PCBs are sometimes used in transformers, but the hospital has no transformers with PCBs. And the fire occurred in an electrical panel, not a transformer.

Teamwork, caring, efficiency, and calm are the words that describe the response of MGH employees to the emergency. With the safety of patients and fellow employees foremost in mind, MGHers worked in concert to continue running the hospital with minimal interruption. A disaster control center was set up in the White 1 conference room. Here MGH administrators met to gather and disseminate information, assess the situation, prioritize, and plan.

The Department of Social Service set up information centers in the White Building and WACC lobbies for family members and visitors to keep them updated on patient locations and conditions.

When the emergency occurred, Buildings and Grounds shut off power to the Gray, Bulfinch, Jackson, Bigelow, and Cox buildings. Emergency power was restored to all buildings by noon that day. MGH Security officers cordoned off buildings, helped in moving patients, and assisted fire department personnel. Communications operators assisted Buildings and Grounds employees in freeing two employees from an elevator that stopped from the power loss. And employees in many departments worked long hours to make sure that patients were cared for, specimens protected, and power restored.

The Jackson and Bulfinch buildings remained on emergency power throughout the day. Because the fire damaged one of the hospital's electrical panels, it may be several days before nonemergency power is restored to the Jackson and Bulfinch buildings. Buildings and Grounds is attempting to restore power in the Bulfinch and Jackson building by next week.

Alert to researchers!

A major loss of power occurred yesterday due to an accident with a main electrical distribution panel, and repairs will require around-the-clock work for at least a week to fully power the Jackson Building. Power to the Jackson Building may be out for as long as seven to ten days. Power to the Bulfinch Building may be out for five days. All other areas should be back to normal now. If not, please notify Research Affairs at 6-3651.

The following emergency assistance is available:

☛ Dry ice and transport boxes are available as needed at the Blossom Street Receiving area. If dry ice is used in cold rooms, great caution must be exercised. **The carbon dioxide CO2 evaporating and accumulating inside the cold room will not support life! Doors must be taped to keep people out, and warning signs must be posted.** For assistance call Mark St. Sauveur at Research Affairs at 6-3651.

☛ Other labs should assist with storage of specimens from incubators, freezers, and to a limited extent, cold rooms. Call 6-3651 for advice if you cannot make your own arrangements with another lab.

☛ If you have appropriate contacts in Building 149, please call them for help. For transportation, please call Building 149, Receiving at 6-5263, or External Shipping at the same number. Entire incubators and freezers can be moved to other powered locations. In some cases, this may be easier than transferring their contents. Call Research Affairs at 6-3651 for potential locations.

☛ **Please help your neighbors.** Each lab must use its own network to get the word to **EVERYONE** affected.

MGH HOTLINE

THANKSGIVING

15 November 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

From left are Ether Day honorees Drs. Robert Sceery of the Children's Service, Sylvester Kelley of Urology, Rudolf Toch of the Children's Service, and Leroy Eldredge, Jr., also of the Children's Service. The four have served the MGH for a cumulative 170 years.

Ether Day 1990 a milestone for nearly 900 employees

In a surgical amphitheater in the Bulfinch building on October 16, 1846, Dr. William T. G. Morton, a Boston dentist, administered ether to Gilbert Abbott. MGH surgeon John Collins Warren removed a tumor from Mr. Abbott's neck. When the patient awoke, he reported feeling no pain during

concluded on page 4

New cyclotron center will assist cancer treatment

The National Cancer Institute last month awarded the MGH a $750,000 grant to prepare detailed plans for a Proton Medical Facility. The Facility will serve as a U.S. national medical resource for treatment and research of certain forms of cancers.

Congressman Joseph Early (D-MA), a leading advocate for medical research programs, said, "this has tremendous potential to treat previously untreated types of cancers, particularly cancers of the brain." Congressman Early pointed out that this award was the result of a national competition for funds provided by Congress to the National Cancer Institute (NCI) to help maintain the leadership role enjoyed by the U.S. in this important area of cancer treatment.

The MGH, in collaboration with the Massachusetts Eye and Ear Infirmary (MEEI), and the Harvard Cyclotron Laboratory (HCL), has been the leader in this field over the past 16 years of effort in continuous partnership with the NCI. The intent is to capitalize on the impressive cancer treatment success achieved by that group for these tumors: malignant melanoma of the eye, sarcomas of the skull, and sarcoma of the tissues adjacent to the spine.

Their results have been achieved using a more than 40-year-old cyclotron built by the government just after World War II for basic research. The MGH/MEEI/HCL have treated more than half of all cancer patients treated by protons worldwide.

The current HCL proton beam is of moderate energy and can only treat tumors which are relatively close to the surface. How will the new facility change this? The planned facility will be used to assess the gains from proton therapy for more common and deep-seated tumors. The new facility will offer important advantages to many cancer patients in terms of increasing the likelihood of cure with a decreased risk of treatment-related damage to normal tissues. This optimistic statement is based upon their positive experience with some 3,000 cancer patients.

Congressman Early stated that "it is programs like this that will keep Massachusetts in the forefront of health research. The greatest benefit is the quality of care and lifesaving techniques for all our people."

New York Philharmonic salutes MGH and remembers Leonard Bernstein

On Monday, December 10, the New York Philharmonic will salute the MGH in a performance at Symphony Hall. The concert is an opportunity for employees and friends of the hospital to celebrate the tradition of excellence we all share. Presented by the Friends of the MGH and sponsored by the Bank of Boston, it is the hospital's first public fundraising event.

Eminent composer and conductor Leonard Bernstein had planned a rare appearance in Boston to help celebrate the MGH. Music lovers around the world and here at the MGH were deeply saddened when they heard of his death last month from lung failure.

In Mr. Bernstein's stead, Leonard Slatkin, Music Director of the St. Louis Symphony, will conduct the New York Philharmonic. Since 1974, Mr. Slatkin has been a frequent guest conductor with the New York Philharmonic and conducted the Leonard Bernstein memorial concerts. Mr. Slatkin also has appeared with the Boston Symphony Orchestra, the Berlin Philharmonic, the Cleveland Orchestra, the Philadelphia Orchestra, the London Philharmonic, the Chicago Symphony, and others.

Mr. Slatkin will lead the New York Philharmonic in Mr. Bernstein's Symphony No. 1 ("Jeremiah"); Liszt's Concerto No. 1 for Piano and Orchestra; and Shostakovich's Symphony No. 5, Opus 47. Andre Watts is guest pianist for the Concerto.

A catered reception for employees will precede the performance. The reception will be held from 5:30 - 7:30 pm at the Northeastern Faculty Club on The Fenway. MGH shuttle busses will take employees to the reception from the WACC. The concert begins at 8:00 pm, just blocks from the faculty club. Doors to Symphony Hall open at 7:30 pm.

Though most of the 2,600 concert tickets have been sold, $20 and $45 tickets are still available. Over the next weeks, tickets and souvenir T-shirts will be available at booths in the WACC Lobby. Ticket order forms also can be picked up at the White Building and WACC information desks.

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Halloween costume lightened the mood
page 4

Coping with crisis

The days immediately after last month's subbasement fire were crucial. Patients were not harmed, but many MGH employees had to continue doing vital tasks, often with little electrical power. MGH electricians worked around the clock to restore regular rather than emergency power in the Jackson and Bulfinch buildings within three days of the fire that destroyed one of the hospital's electrical panels. But until then, segments of the hospital ran on ingenuity and team work.

Photos on page 4

Haiyan Qi, a Research Technician on Jackson 13, works by the light of one lamp.

SERVICE PIN AWARDS — 1990

In recognition of service

FOR SIXTY YEARS

Sylvester B. Kelley, *Urology*

FOR FIFTY YEARS

Victor G. Balboni, *Medicine*
Thomas H. Ballantine, *Neurosurgery*
Bradford Cannon, *Surgery*
William R. Hill, Jr., *Dermatology*
Lewis W. Kane, *Medicine*
John G. Scannel, *Surgery*
John B. Stanbury, *Medicine*

FOR FORTY YEARS

William H. Baker, *Medicine*
Doris R. Bennet, *Pediatrics*
Antoinette Bozza, *Computer Services*
Leroy L. Eldredge, Jr., *Pediatrics*
Phillips Hallowell, *Anesthesia*
Paul M. Howard, *Psychiatry*
Kurt J. Isselbacher, *Medicine*
Maria Lorenz, *Psychiatry*
Robert T. Sceery, *Pediatrics*
Robert E. Scully, *Pathology*
Frances L. Snyder, *Nursing*
Edgar B. Taft, *Pathology*
Doris L. Turner, *Nursing*
Chiu C. Wang, *Radiation Medicine*

FOR THIRTY YEARS

Jake Applewhite, *Dietetics*
Mary E. Bigelow, *Surgical Associates*
Kurt J. Bloch, *Medicine*
Sheldon Cooperman, *Pathology*
Barbara J. Devaughn, *Ambulatory Care*
Thomas P. DiBattista, *Fiscal Affairs*
Hattie G. Edwards, *Nursing*
Carmen C. Evans, *Nursing*
Arnold D. Fiascone, *Pediatrics*
Bruce W. Fischberg, *Psychiatry*
T. Corwin Fleming, *Neurology*
Stephen E. Goldfinger, *Medicine*
John Hedley-White, *Anesthesia*
Fred Holmes, *Dietetics*
Roland P. Houde, *Radiology*
Peter G. Kimball, *Oral Surgery*
Martha H. LaFrance, *Blood Transfusion Service*
Edward Lowenstein, *Anesthesia*
Warren J. Madden, *Computer Services*
Bucknam McPeek, *Anesthesia*
Edward Messner, *Psychiatry*
Ashby C. Moncure, *Surgery*
James E. Moore, *Building & Grounds*
Raymond Osborne, *Environmental Services*
Leslie W. Ottinger, *Surgery*
George W. Rever, *Psychiatry*
Murray K. Rosenthal, *Pediatrics*
Anna Shelton, *Chemistry*
Leonard B. Shulman, *Oral Surgery*
Norman J. Simard, *Buildings & Grounds*
Rudolf Toch, *Pediatrics*

FOR TWENTY YEARS

Alma Adamson, *Environmental Services*
Donna W. Aitchison, *Credit & Collections*
Cary W. Akins, *Surgery*
Leonie Allen, *Nursing*
Nathaniel M. Alpert, *Radiology*
Alex F. Althausen, *Urology*
Hubert J. Arsenault, *Environmental Services*
Lloyd Axelrod, *Medicine*
Ann S. Baker, *Medicine*
Susan Barraclough, *Dietetics*
Bruce R. Barros, *Medical Records*
William Baxter, *Nursing*
Jeanne Belizaire, *Materials Management*
Michele D. Bell, *Clinical Administration*
Stephen Bell, *Buildings & Grounds*
Diane M. Biase, *Urology*
Peter M. Black, *Neurosurgery*
Marcelina M. Bodden, *Environmental Services*
Andrea F. Bodo, *Nursing*
Jessie M. Bolden, *Nursing*
Violet E. Boyd, *Dietetics*
Leon C. Bradley, *Computer Services*
Nadine M. Brooks, *Nursing*
Venrice N. Burgher, *Dietetics*
James F. Burke, *Anesthesia*
Clifford Bynoe, *Environmental Services*
Marquilla P. Byron, *Nursing*
Shirley Campbell, *Environmental Services*
Lorraine Capistran, *Chelsea Health Clinic*
Marian D. Carey, *Orthopedics*
Elaine Cerabone, *Nursing*
Robert M. Cerabone, *Anesthesia*
Mary S. Challela, *Fernald School*
Camille Chamblin, *Environmental Services*
Richard J. Chevrette, *Security*
David A. Chesler, *Radiology*
Keith H. Chiappa, *Neurology*
John Ciampa, *Buildings & Grounds*
Achille Ciriello, *Buildings & Grounds*
Saul H. Cohen, *Pediatrics*
Stanley H. Cohen, *Materials Management*
Patricia A. Concree, *Dietetics*
Carrie Coplin, *Dietetics*
Karen L. Cornacchia, *Hematology*
Phyllis J. Crolius, *Research Administration*
Susan R. Crossman, *Surgical Associates*
Susan Cundari, *Radiology*
Marcia A. Cunha, *Bunker Hill*
Patricia J. Damore, *Chelsea Health Clinic*
Elizabeth Davis, *Gynecology*
Judy M. Davis, *Nursing*
William A. Dawkins, *Nursing*
Mary E. Depoto, *Vascular*
Jan L. Devereaux-Reed, *Dermatology*
Gwendolin Devonish, *Environmental Services*
Ela G. Dhanak, *Chemistry*
Barbara M. Doherty, *Nursing*
Patricia K. Donahoe, *Surgery*
Marcia E. Driscoll, *Nursing*
Eterline A. Duberry, *Hematology*
Nancy J. Durham, *Transport Services*
Richard W. Elliot, *Fiscal Affairs*
Maureen A. Emde, *Nursing*
Pamela M. Enge, *Nursing*
Richard W. Erbe, *Pediatrics*
Dorothy E. Flynn, *Nursing*
Seward D. Francis, *Buildings & Grounds*
Rose Fratarcangeli, *Pediatrics*
Marion L. Freehan, *Surgical Associates*
Thomas Fuller, *Surgery*
Debra A. Gadson, *Ambulatory Care*
Elizabeth M. Gentle, *Nursing*
Patrick Geraghty, *Environmental Services*
Jeffery M. Gilbert, *Psychiatry*
Gloria C. Gilson, *Nursing*
Walter Gonczarek, *Environmental Services*
Grace A. Good, *Nursing*
Kathleen T. Gottbrecht, *Nursing*
Jane L. Griffin, *Nursing*
Jean Guerrier, *Environmental Services*
Timothy E. Guiney, *Medicine*
Joanne M. Guminski, *Medical Walk-In Unit*
Terry P. Hadley, *Dermatology*
Sarah Hall, *Dietetics*
Janice A. Hannah, *Psychiatry*
Joanne A. Hanson, *Nursing*
David L. Haynesworth, *Dietetics*
Olga Headley, *Clinical Administration*
Daphne Hector, *Dietetics*
Edward R. Heittman, *Radiology*
Dorothy L. Hicks, *Materials Management*
Ezekiel Hicks, *Environmental Services*
Richard G. Hill, *Nursing*
Michael W. Hood, *Hematology*
Millanese E. Hope, *Nursing*
Barbara E. Hoyler, *Radiology*
Gareth W. Huggins, *Blood Transfusion Service*
Ronald O. Hurston, *Psychiatry*
Mary E. Inniss, *Medical Records*
Subramanyan Jayasankar, *Orthopaedics*
Marie T. Jean-Jacques, *Dietetics*
Rosa M. Jenkins, *Dietetics*
Mary B. Johnson, *Dietetics*
Mary H. Kehoe, *Ambulatory Care*
Nancy L. Kessner, *Warren Library*
Samuel H. Kim, *Surgery*
Katharina Kirsch, *MGH Cancer Center*
Agnes M. Knight, *Fiscal Affairs*
Carlene M. Krey, *Nursing*
Henry M. Kronenberg, *Medicine*
Hazel M. Laing, *Environmental Services*
Thomas G. Lang, *Radiology*
Allen Lapey, *Pediatrics*
Annette Levitt, *Nursing*
Evelyn A. Lewis, *Hematology*
Beverly A. Linick, *Cardiac*
Michael C. Long, *Anesthesia*
Ellen A. Lords, *Nursing*
Mary E. MacLean, *Nursing*
Patricia A. Marsters, *Nursing*
Nancy B. Martino, *Hematology*
Barbara Mathews, *Dietetics*
Dorothy A. McDonough, *Chelsea Health Clinic*
Ambrose J. McLaren, *Materials Management*
Udel McLeod, *Nursing*
Diane S. McMahon, *Administration*
Richard M. Medeiros, *Bacteriology*
Stephen W. Miller, *Radiology*
Arnold M. Millington, *Medical Records*
Cynthia S. Mitchell, *Nursing*
Jeanne E. Moeller, *Hematology*
Richard Mucci, *Nursing*
Margaret Munson, *Blood Transfusion Service*
Bernice M. Nelson, *Materials Management*
Shirley A. Nelson, *Cardiac*
Ethlyn L. Nembhard, *Nursing*
Gloria Niles, *Inpatient Phlebotomy*
John W. Nolan, *Commuter Services*
Robert A. Novelline, *Radiology*
Genevieve O'Brien, *Rehabilitation Medicine*
Audrey T. O'Hara, *Transport Services*
Justin T. O'Rourke, *Clinical Administration*
David C. Osler, *Pediatrics*
Nicholas Pappas, *Pharmacy*
Dorothy B. Parker, *Surgical Associates*
Margaret M. Pashby, *Bacteriology*
Amelia M. Perelli, *Hematology*
Frank Picardo, *Materials Management*
Veronica Pierre, *Nursing*
Deborah Piggott, *Neurology*
Clare E. Pinto, *Pathology*
Janice C. Plunkett, *Nursing*
Hazel M. Powell, *Materials Management*
Shirley A. Powell, *Admitting*
Rogena Previlma, *Clinical Administration*
Srinivasa S. Raghavan, *Neurology*
Ronald W. Randlett, *Nursing*
Frank Raneri, *Buildings & Grounds*
Wm. Kenner Rawdon, *Psychiatry*
Gloria P. Reid, *Radiology*
John A. Renner, *Psychiatry*
Lilian Roberts, *Pulmonary*
Jeffrey S. Ross, *Pathology*
Kathleen A. Rund, *Nursing*
Irene E. Rutchick, *Social Service*
Bonita F. Ryan, *Cancer Center*
Edward C. Saef, *Pediatrics*
Kenneth R. Scheublin, *Social Service*
Joseph E. Schwartz, *Psychiatry*
Kathleen E. Scola, *Radiology*
Francis J. Sears, *Security*
Gino V. Segre, *Medicine*
Bhagwan Shahani, *Neurology*
John C. Shershow, *Psychiatry*
Lillian B. Silberstein, *General Store*
Maryjane Silloway, *Radiology*
Harvey Simon, *Medicine*
David P. Simmons, *Orthopaedics*
Eula B. Smith, *Environmental Services*
Nolan L. Smith, *Environmental Services*
Marlene C. Spence-Myrthil, *Pathology*
Willie Stallworth, *Nursing*
Anne Steffen, *Nursing*
Kerry W. Stevenson, *Security*
Theodora C. Stewart, *Dietetics*
Herman D. Suit, *Radiation Medicine*
David A. Swann, *Surgery*
Joyce Tabon, *Oral Surgery*
Parthena Tsohantaridis, *Environmental Services*
Viola G. Tulloch, *Nursing*
Crescenci Vanes, *Dietetics*
Cathy M. Vanhalsema, *Hematology*
Paul Wankowicz, *Anesthesia*
David F. Warnock, *Vascular*
Helen A. Warwick, *Nursing*
Donna Wentworth, *Urology*
Mabel L. White, *Dietetics*
Robert A. White, *Anesthesia*
Cecelia Williams, *Nursing*
Norman C. Wilson, *Nursing*
Roger S. Wilson, *Anesthesia*
Marlene A. Wise, *Anesthesia*
Janet M. Workman, *Cardiac*
Shirley H. Wray, *Neurology*
Warren M. Zapol, *Anesthesia*

FOR TEN YEARS

Donna Abend, *Nursing*
Robert R. Alexander, *Psychiatry*
George Alleyne, *Environmental Services*
Dianne Alpert, *Cardiac*
Keith J. Anderson, *Nursing*
Mary A. Anderson, *Neurology*
Grisel Arma, *Medical Clinics Complex*
Elisha H. Atkins, *Medicine*
Loretta O. Auger, *Nursing*
Susan M. Aylouche, *Nursing*
Diane Bachiri, *Cardiac*
Frantz Balan, *Dietetics*
Mary D. Barry, *Nursing*
Lesly Bastien, *Inpatient Phlebotomy*
Larry P. Beagle, *Physics Research*
Scott T. Belknap, *Pharmacy*
Daniel J. Biagiotti, *Nursing*
Patricia L. Biggs, *Nursing*
Rosemary Bill, *Nursing*
Dianne K. Bilotas, *Admitting*
Gregory A. Bird, *Gastrointestinal Service*
Ann M. Booth, *Pedi Michrochem*
Linda Botta, *Radiology*
Anthony J. Bouckoms, *Psychiatry*
Margaret N. Bradley, *Bunker Hill*
Ronald Bradshaw, *Communications*
Thomas J. Brady, *Radiology*
E. Diane Brindle, *Nursing*
Lynne C. Brown, *Nursing*
Howard S. Browne, *Orthopaedics*
Sarah Buck, *Nursing*
Dennis W. Burke, *Orthopaedics*
Cynthia A. Campbell, *Surgical Associates*
Marion K. Campos, *Nursing*
Mary Carey, *Institute of Health Professions*
Karen A. Carpenter, *Women's Health Associates*
Karen J. Carlson, *Medicine*
Philip Carrieri, *Admitting*
Patricia M. Carroccino, *Thyroid*
Nancy Caruso, *Nursing*
Leona L. Certusi, *Communications*
Paul A. Chiarolanza, *Clinical Adminstration*
Danny Chin, *Medicine*
Joanne L. Chisholm, *Dietetics*
Sarah W. Ciambrone, *Language Clinic*
Joan E. Clark, *Dermatology*
Mary M. Clark, *Fiscal Affairs*
Edith C. Clarke, *Nursing*
Mary G. Clifford, *Dermatology*
David J. Cohen, *Neurology*
Philip S. Cole, *Nursing*
Linda J. Collings, *Radiology*
Donna M. Comolli, *Nursing*
Michele Connolly, *Nursing*
Mary-Jean P. Conroy, *Nursing*
Lloyd R. Corkum, *Nursing*
Elizabeth A. Covington, *Cardiac*
Sandra Croteau, *Vascular*
Donna M. Crowley, *Nursing*
Lianne M. Csicsek, *Dermatology*
Paula G. Curren, *Nursing*
Margarita DeJesus, *Chelsea Health Clinic*
Nancy E. DesJardins, *ACD Administration*
Maureen E. Dever, *Nursing*
Anna DiBenedetto, *Environmental Services*
Marian DiFiglia, *Neurology*
Eleanora G. DiTocco, *Nursing*
Eleanor V. Dolan, *Radiation Medicine*
Allan J. Dolinski, *Environmental Services*
Virginia A. Donahue, *ACD Administration*
Deirdre A. Donoghue, *Orthopedics*
Murdo M. Dowds, Jr., *Psychiatry*
Joan M. Dubiel, *Nursing*
Jennifer Z. DuBois, *Pathology*
Marie E. Eames, *Nursing*
Thomas J. Eggleston, *Radiation Medicine*
Roseann Eliseo, *Radiation Medicine*
Bruce K. Ellis, *Vascular*
Anne E. Enfanto, *Nursing*
Nancy L. Etcoff, *Psychiatry*
Judith A. Eyman, *Radiology*
Barbara Fee, *Nursing*
Marin Fine Konstadt, *Bunker Hill*
Howard J. Fingert, *Surgery*
John S. Fink, *Neurology*
Paula M. Flahery, *Nursing*
James G. Flood, *Chemistry*
Laura Foner, *ACD Administration*
Joanne C. Forde, *Radiology*
Agnese G. Froid, *Radiation Medicine*
Kathleen A. Gallant, *Pediatrics*
Deborah A. Gately, *Nursing*
Susan R. Gavaghan, *Nursing*
Ann M. Geary, *Nursing*
Karen L. Gendron, *Nursing*
Cheryl A. Gerniglia, *Nursing*
Joanne E. Gessner, *Anesthesia*
Marie M. Giorgetti, *Rehabilitation Medicine*
Eugeta J. Gladden, *Dietetics*
Susan N. Goodrich, *Nursing*
Holly A. Goolsby, *Pathology*
Marie B. Gouin, *Nursing*
John P. Grabbe, *Pathology*
Lois L. Greer, *Radiation Medicine*
Karen E. Griffin, *Neurology*
Kenneth A. Griffin, *Cardiac*
Alice C. Gross, *Rehabilitation Services*
James F. Gusella, *Neurology*
Carol H. Hall, *Anesthesia*
Bridget G. Hanson, *Pediatrics*
Juliette I. Hardiman, *Nursing*
Ernest Harleston, *Security*
Sara A. Hartmann, *Nursing*
Elizabeth Hartnett, *Nursing*
Stephen Hauser, *Neurology*
Jane A. Donohue, *Blood Transfusion Service*
Karylen J. Headley, *Dietetics*
Barbara Hejnar-Lowe, *Social Service*
Maureen W. Hemingway, *Nursing*
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MGHers cope with crisis

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The Blood Transfusion Service (BTS) stayed open by moving their operations into the lobby of the Gray Building where emergency power supplied low lighting. From left are BTS employees Leola Rolle and Susan Nelson.

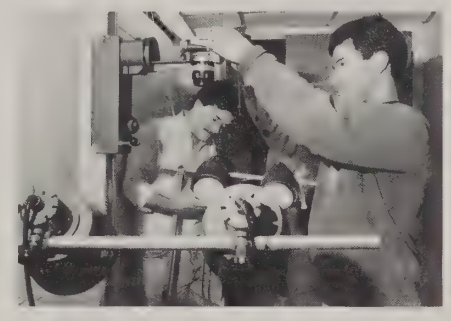
They called themselves the research group that wouldn't die. From left are Drs. Juei-Hsiung Tsai, and Mandeep Dhadly; Technician Julie Clifford; and Drs. Arthur Lee, Thomas Quertermous, Dogan Temizer, and Robert Hilkert. Making do with little light and emergency power, this research team kept up their studies of gene regulation in vascular cells.

Training and Development continued programs even though their offices were without light. Here Mary Bristol works by the scant light that filtered into her office from the hallway.

From top Brian (Stumpy) O'Callahan, Dan Irgens, and Nick Galante, Jr., begin repairs to the switchboard room that was damaged during the fire.

Dan Ballantine (standing) and Michael Johnson prepare to check the hospital's diesel fuel supply. During emergencies, power is provided by generators which run on diesel fuel.

MGH electrician William Walsh dismantles the charred switchboard damaged during last month's fire.



MGH photographers Paul Batista and Ari Levine set up shop in the hallway of the Bulfinch basement. After the fire, the entire photo lab became a darkroom.

Ether Day 1990

from page 1

surgery.

Dr. Warren's declaration "Gentlemen. This is no humbug," marked a revolution in medicine. It also set in motion an MGH tradition that is unique in its long-standing popularity among everyone in the MGH community.

For 30-year-pin recipient Jimmy Moore, Ether Day is a historical milestone as well as a personal one. "Ether Day is special because it is the first time they used ether," said the MGH electrician. "Nowadays, when we celebrate by giving out Ether Day pins, we celebrate a milestone in someone's life."

The MGH for the last 45 years has honored employees on Ether Day. Nearly two thirds of the hospital's 9,700 employees have worked here for ten years or more. And last month, the MGH recognized 886 employees who have served the hospital for 5, 10, 20, 30, 40, 50, or 60 years.

"I appreciate the continuity Ether Day represents," said MGH librarian and 20-year-pin recipient Nancy Kessner. "I like the sense of belonging to something long-term. I like being part of a proud tradition."

Among those honored was one employee who has worked at the hospital for 60 years. Dr. Sylvester Kelley came to the MGH as an intern in 1929. A graduate of Harvard Medical School, he started on the surgical service but later became interested in urology.

"Ether Day is an opportunity," said Dr. Kelley, "to honor those who have served the hospital with distinction, with dedication, and with the desire to maintain the standard of excellence which has prevailed for so many years."

That standard of excellence is also shown in how the event itself is organized. In the usual MGH spirit of team work, many come together to make Ether Day a success. Months before the ceremony, Computer Services compiles the list of honorees. The Registrar's Office provides information on physicians. Dr. Buchanan hand signs hundreds of letters and certificates.

George Terzides, Special Projects Manager for Buildings and Grounds, makes by hand the plaques for 50-year-pin recipients. The Print Shop coordinates the production of the programs. The Department of Dietetics caters the reception after the ceremony as well as the employee dinner. The Flower Shop provides the red carnations worn by honorees and the centerpieces and plants for the dinner and ceremony.

MGH photographers photograph each recipient. Environmental Services sets up the tables, chairs, and podium for the dinner and ceremony. The Electric Shop sets up the microphones. Buildings and Grounds and Police and Security also assist with the event. And Connie Leite of Human Resources coordinates these many activities to ensure that the day is a success.

Mrs. R. Morton Claflin, Honorary Trustee, was guest speaker at the October 12 ceremony. Thomas Rothwell, Vice President for Human Resources, acted as Master of Ceremonies. MGH General Director, Dr. J. Robert Buchanan, presided at the ceremony and with W. Nicholas Thorndike, Chairman of the Board of Trustees, and Mrs. Claflin presented pins, plaques, and clocks to honorees.

The names of Ether Day pin recipients were read by Dr. Cy Hopkins, Chief of Infection Control, Kathleen Walsh, Assistant General Director, and David Masters, Vice President of the MGH Professional Services Corporation.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Halloween costume helped lighten the mood

On Bigelow 14 Wednesday (the day of last month's electrical fire in the Gray subbasement) was still Halloween. The nurses on the unit came dressed in costume. "Even though it was an intense time, the costumes helped to brighten the day for the patients and lift the morale of the staff," said Debbie Burke, head nurse.

Patient-care areas were not threatened by the fire (which was confined to one Gray subbasement room many floors below the nearest patient-care area), but for part of the day, the unit was without water. Instead of complaining, health care providers on Bigelow 14 threw a Halloween party. Patients voted on who had the best costume, and they had many to choose from.

There was Raggedy Anne in red striped leggings and a red wig. There were two clowns, one in full face paint. And an off-duty nurse visited with her six-month-old infant who was dressed as a pumpkin. The employees who forgot their costumes received a little help from their co-workers. One nurse in a green sweater was tranformed into a walking dollar bill. Patient kudos went to nurse Kris Cote, alias Raggedy Anne.

Service pin awards

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Bessie M. Taylor, *Dietetics*
Deidre A. Temizer, *Nursing*
Barbara S. Tempel, *Radiology*
Cynthia S. Thompson, *Nursing*
Michael Toth, *Commuter Services*
Adrienne L. Trombley, *Rehabilitation Services*
Michael A. Tsang, *Computer Services*
Elizabeth A. Uminski, *Surgical Associates*
Catherine A. Vallan, *Infectious Disease*
Elaine B. Van Nostrand, *Nursing*
Ruby I Von Dwornick, *Emergency Ward*
Susan M. Votto, *Nursing*
Emma L. Vozzella, *Oral and Maxillofacial Surgery*
Colleen F. Wall, *Nursing*
David A. Wamboldt, *Pharmacy*
Sean G. Ward, *Psychiatry*
Darlene M. Waters, *Revere Health Center*
Barbara H. Weismann, *Surgical Associates*
Margaret M. White, *Infectious Disease*
Valerie S. Wilson, *Bacteriology*
Kristin K. Wiltse, *Registrar's Office*
Marilyn G. Wise, *Social Service*
Denise M. Wishoski, *Nursing*
Patricia A. Witte, *Nursing*
Shuilin Wong, *Nursing*
Katherine F. Wood, *Nursing*
David M. Wrightson, *Biomedical Engineering*
Patricia M. Zeland, *Nursing*

MGH HOTLINE

Season's Greetings

13 December 1990

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

MGH nurse Ann Austras, the Firths' two-year-old daughter Danielle, and Wendy Firth pay a visit to Laurie's bedside.

Aussie firefighter receives limb-saving therapy at the MGH

by Gail Davison

Australian firefighter Laurence Firth, who faced the loss of his right leg and hip to bone cancer, walked out of the MGH September 30 on his own two feet.

On the face of it, his story owes a great deal to serendipity, to the coincidental fact that a friend of his doctor back in Sydney happens to know MGH orthopedic surgeon Dr. Henry J. Mankin, who, it turned out, thought he might be able to save Mr. Firth from the extensive amputative surgery that had been planned. But Mr. Firth's story is about more than medicine.

It's about a team of caregivers — nurses, physicians, therapists, and the 6th floor, Gray Building, staff. It's about the volunteers and employees of Halcyon Place, a unique sort of inn for hospital patients and their families. It's about the firefighters of the Boston Fire Department who practically adopted the Aussie firefighter and his family. And it's about Mr. Firth, his wife Wendy, and their small daughter, Danielle, who picked up and flew to the other side of the world in the hope that the surgeon from Boston could do what the surgeons in Sydney feared could not be done.

It started as a pain in one leg, a stiffening that came on suddenly after a game of touch football. "My doctor thought it was osteoarthritis," said Mr. Firth. "He told me to take anti-inflammatories." These helped, but two-and-a-half years later he was back at the doctor's office with a tumor the size of a large cantalope pressing against his bladder.

"The doctors told us that the tumor involved the entire right side of Laurie's pelvis," said Wendy Firth, a Canadian who met "a handsome fireman" 13 years ago while traveling through Australia. "They told us that the only way to treat the cancer was to amputate the leg, plus remove the entire hip joint and most of the pelvic bone."

"I thought, well, better alive on one leg than dead on two," said Mr. Firth, who at 38 still looks every inch the handsome, strapping fireman Wendy married. But as the date of the surgery approached, he said, the prospect started to look grimmer and grimmer.

Then chance stepped in. A colleague of the surgeon who was to have performed the operation thought of Henry Mankin, a world-renowned orthopedic surgeon and a pioneer in the still-new field of allografting, the transplantation of bone from a cadaver. Dr. Mankin asked to see the Xrays. He studied them, and offered to take on the challenge.

"It was an unusual tumor, a chondrosarcoma," said Dr. Mankin, Chief of the MGH Orthopaedic Service. "It was very large. And to make matters worse Laurence Firth has a serious — and rare — type of blood abnormality that made it likely we would have a great deal of trouble with swelling."

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November Town Meetings addressed a host of issues

Employee health insurance, the Charles Street Jail, the hospital's financial health, and October's electrical fire were all topics of last month's Town Meetings on the main campus and at MGH East. Hundreds of employees gathered in the WACC as MGH General Director Dr. J. Robert Buchanan thanked MGHers for their exemplary response to the small fire which left several buildings without electricity.

"I want to express my personal gratitude and appreciation and that of the Board of Trustees for the splendid way in which MGH employees responded as they always do in a crisis," he said.

Because the fire was confined by Boston firefighters to a small subbasement room many floors below patient care areas, the flames never posed a risk to the health or safety of patients. The fire was caused by current arcing on an electrical panel, and the acrid smoke resulted from burning insulation on the wires. Smoke spread through basement areas quickly because some laundry shoots had been left open, a practice which is dangerous, especially in such situations. Dr. Buchanan pointed out that Westinghouse is recreating the accident in its laboratories to discover its cause.

The General Director thanked the employees in the Electrical Shop who restored full nonemergency power to affected hospital buildings within three days of the incident. "I am deeply proud of the people in our shops," said Dr. Buchanan, "particularly our Electrical Shop employees who behaved heroically."

The General Director structured the meetings around questions which employees left in boxes in the White Lobby and at MGH East. One of those questions addressed the recent increase in employee health insurance premiums. The hospital pays $34 million in health insurance premiums each year. In one year, the premiums increased

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Nurse Practitioners celebrate 25 years as a profession

When Drs. Loretta Ford and Henry Silver started the first program to educate nurse practitioners at the University of Colorado School of Nursing in 1965, they envisioned a professional who could work autonomously and in collaboration with other health care providers to enhance the quality and availability of patient care. Nurse practitioners last month celebrated the fruition of that vision and the 25th anniversary of the profession.

At the MGH, the profession has come of age. The hospital now employs 38 nurse practitioners working in a variety of settings including primary care, pediatrics, gynecology, emergency medicine, geriatrics, and employee health.

In 1961, Ruth Farrisey, formerly Executive Officer of the MGH Clinics, and Dr. John Stoeckle, Chief of the Medical Clinics at the MGH,

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Nurse practitioners Julie Freedman (left) and Viola Pollock discuss the results of a lab test. Nurse practitioners provide a wide range of patient care services including physical examinations, health promotion counseling, and teaching.

MGH HOTLINE

Aussie firefighter

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"The disorder is called hereditary angioedema," said Dr. Kurt J. Bloch, Chief of the MGH Clinical Immunology and Allergy Units. "I've seen it before at this hospital, but only perhaps three times in ten years. People with this disorder lack a protein (called C1-esterase inhibitor) that nearly all healthy people have in their blood. This deficiency results in attacks of swelling of either the skin, intestinal lining, or, most critically, the larynx — which can cut off a person's air supply. We were very concerned that when an airway was placed into Mr. Firth's larynx during anesthesia, it would set off one of these attacks of swelling."

But for Laurie Firth and his family, there was no looking back. They dropped off their two older daughters (Amy, 11, and Rachel, 5) with relatives. They gathered together all the money they could, including a substantial loan from Mr. Firth's grandmother, who had just sold her home. And they flew directly to Boston.

"The surgery took ten hours," said Dr. Mankin. "We removed the tumor, replaced most of the pelvic bone with the allograft, and put in an artificial hip joint."

To deal with Mr. Firth's hereditary angioedema, Dr. Bloch said, the dosage of a drug that Mr. Firth customarily takes and which increases the production of the C1-esterase inhibitor was raised before and after surgery. This measure prevented any complications from the disorder.

After Mr. Firth came out of the operating room, he spent three days in intensive care, where a team of I.C.U. nurses were on round-the-clock guard against potentially dangerous complications like infection and blood clotting.

From there he went to Gray 6, where nurse Ann Austras had sole responsibility for his nursing care. Physical therapists Marie Rocheteau, Denise Mantalto, Tina Dube, and physical therapy assistant Christina Kraft also worked with Mr. Firth.

"He's a courageous fellow," said Dr. Mankin, who is one of a very few American surgeons with honorary membership in the Royal College of Surgeons of England. He has also just been given the third annual Bristol-Myers Squibb Zimmer Award for Distinguished Achievement in Orthopaedic Research (much of which has been in the field of allografting).

During her husband's hospitalization, Wendy Firth stayed with their daughter and, for a few days, her mother in what has often been described as a "home away from home" called Halcyon Place.

An independently run, not-for-profit organization, Halcyon Place is a townhouse on Commonwealth Avenue in the Back Bay. It offers inexpensive accommodations to the patients and families of patients being treated in the MGH, Massachusetts Eye and Ear Infirmary, and the Shriners Burns Institute.

And then there have been the Boston firefighters, almost every day a few, sometimes in full "turnout gear" with their boots and raincoats and axes, stopping by with magazines and good cheer. Many are from District 3 Headquarters just up Cambridge Street.

"Laurie's chief in Sydney got in touch with Chief William Ahearn," said another District 3 Chief, Paul Miller. "He asked if a couple of the firefighters could maybe go over and visit Laurie once or twice, seeing as he was so far from home."

"So once we heard he was here, a lot of the guys started dropping in. We went by to talk, to see if there was anything he needed," said Jim Hart, a firefighter and Chief Miller's aide. "There really is a brotherhood of firefighters. We always look out for each other."

Two other frequent visitors have been Harry Bukoff, the hospital representative for the Boston Fire

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Town Meeting

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by $6.8 million. "It grieves me that I don't see a stop in the escalation of health insurance premiums," said the General Director, "nor do I see any great enhancement of our ability as an institution to pay a bigger bite of that bill. This is a problem that we all share."

The General Director lauded MGH employees for their work in increasing admissions to 1987 levels. Though MGH administrators anticipated a deficit, the hospital ended the fiscal year with a $469,000 gain from current operations. That surplus was partially a result of the hospital achieving 35,000 admissions, a goal the administration had previously said must be met to keep the MGH financially healthy. Another major factor is that Congress didn't cut Medicare reimbursements to teaching hospitals as severely as expected.

After years of negotiations, the hospital has finalized an agreement with the Commonwealth for the purchase of the Charles Street Jail. The cost to the hospital was about equal to the amount of money raised from the sale of the Nashua Street property to the State four years ago. "It was just about an even switch," said the General Director. "We didn't make anything and we didn't lose anything." The hospital has not determined what to do with the property which the State will turn over June 1991. But because the jail is an historical landmark, the MGH will preserve its original structure.

Employees again raised questions about the use of styrofoam in the cafeterias. When the cafeteria is rebuilt, expanded dish-washing facilities will enable the hospital to use more crockery and glassware and decrease the use of styrofoam. However, styrofoam containers and trays help meet the need of the heavy take-out business the cafeterias conduct. In addition, styrofoam's insulating qualities protect dietetics workers and patrons from burns from hot foods. The hospital does not use cardboard containers because the plastic lining which keeps them liquid tight is as difficult to breakdown in landfills as styrofoam, and the cardboard is more expensive.

An employee, concerned about the use of an internal publication to address a political issue, asked a question about the MGH Hotline's treatment of the Citizen's for Limited Taxation (CLT) initiative on the November ballot (October 25 Hotline).

"I would say it indeed was a political issue," said the General Director, "but I don't believe our treatment of it was partisan. Our treatment of it was simply to say

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Dr. Buchanan addressed employees at Building 149 during one of last month's Town Meetings. The other meeting was held in the WACC cafeteria where the General Director answered questions employees had left in boxes in the White Building Lobby and at MGH East.

Nurse practitioners

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founded the hospital's first medical nurse clinic. This clinic was the precursor to the Adult Nurse Practitioner Program, which Ms. Farrisey, and Drs. Ann S. Baker and Stephen Goldfinger helped launch in the early 1970s.

At that time, Drs. Baker, Michael Soper, Goldfinger, and Daniel Federman, then Assistant Chief of Medicine, were involved with Harvard Medical School's continuing education program. They found that it was difficult for community doctors to participate in programs because of heavy patient-care demands. Drs. Baker, Goldfinger, and Federman began work with Ms. Farrisey, Dr. Stoeckle, and nurse Aina Apse.

What resulted was a seven-week course followed by a one-year preceptorship. The program was accredited by the American Nurses Association in 1976. "The program began," said Ms. Apse, a nurse practitioner at the Chelsea Health Center and the program's nurse coordinator for eight years, "because we saw a need not being met in the ambulatory care setting. Many patients did not need only physician care. They needed someone with a mixture of medical and nursing skills."

In the Genito-Infectious Disease (GID) unit of the MGH, Viola Pollock, Unit Nurse Leader, works with patients who may have sexually transmitted diseases. Ms. Pol-

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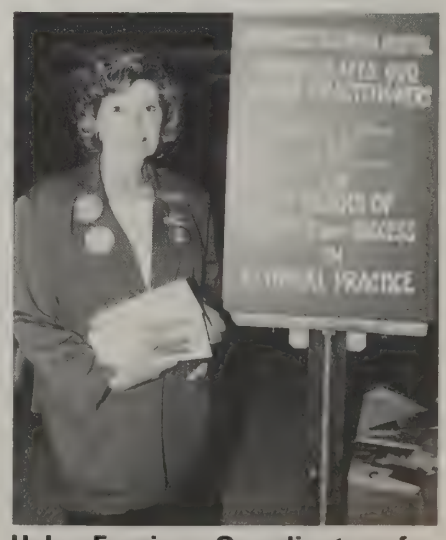
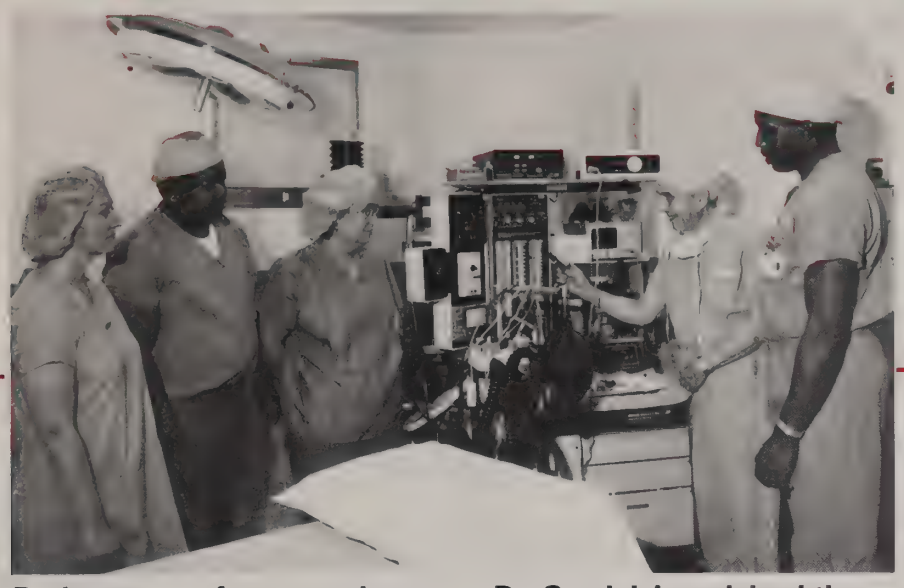


Helen Freniere, Coordinator of the Nurse Practitioner Group, says that after 25 years, the profession has come of age. A display in the WACC Lobby in recognition of the profession's 25th anniversary highlighted how nurse practitioners contribute to patient care.



During a tour of an operating room, Dr. Guralnick explained the workings of an anesthesia machine. From left are Noreen Gentner, Head Nurse on the Surgical Daycare Unit; James Jones, and Emilia Ribas, Environmental Services aides; Dr. Guralnick; and John Bufford, Environmental Services Area Manager.

Physical therapist saves a life

On the day of Joe Consolino's heart attack, he had been chasing an alledged shoplifter who, after hitting him, fled from Mr. Consolino's Brookline convenience store. The shoplifter escaped, and on the way back to the store, Mr. Consolino collapsed.

Kathleen Fynan, MS, PT, who had just finished her training to become a CPR instructor, stopped to help. "It takes a special kind of person with a special kind of courage to help a total stranger," said Mr. Consolino. "She speaks so highly of the whole (health care) profession. You can't set the example any higher than that."

Though Ms. Fynan had visited Mr. Consolino's store many times, she didn't know whom she had helped until she returned home where her landlord excitedly told her of a woman who had just saved the life of the neighborhood convenience store owner. Mr. Consolino promised to take Ms. Fynan's CPR course when he is in better health.

This is a letter written to Dr. Buchanan expressing appreciation for MGH health care professionals who, even when not at work, go beyond the call of duty.

Dear Dr. Buchanan:

This letter is to both inform and congratulate you, your staff, and the Mass. General Hospital for your excellent choice of employees. One in particular is Kathleen Fynan, MS, PT, Coordinator, Inpatient Cardiac Rehabilitation Physical Therapy Services.

On Sunday, July 29, 1990, at about 2:15 pm, I collapsed at the corner of High and Cypress Streets in Brookline with what the doctors later told me was sudden death cardiac arrest.

Kathleen was driving by, spotted me lying on the ground, stopped her car, came over and took charge of the situation.

At the time she found no pulse, so she started CPR and continued to perform the CPR for at least 10 to 15 minutes until the Brookline Fire Dept. arrived. The Fire EMT took over at that point and continued to try and revive me with oxygen and CPR. Another 10 minutes or so went by until the ambulance arrived to handle the scene. At this point I still had no heart beat. I was taken to the Beth Israel Hospital, where after 11 shock defibrillations, my heart started beating. I remained in a coma for 12 hours and then awoke.

After a few days, I completely returned to normal with all my body functions including both short and long term memory, excepting about 48 to 60 hours of short term memory loss.

After further examinations, it was determined that I needed an automatic Implantable Cardioverter Defibrillator Unit (AICD). The operation was performed successfully on September 6, 1990. Currently I am recovering and doing very well.

I think it is important to note that Kathleen's immediate reaction not only saved my life but has allowed me to remain normal (without paralysis or any other problem associated with lack of oxygen to the brain).

Kathleen's skill and training speak highly of her and your hospital. Stopping to help a stranger on the side of the road takes a certain amount of courage above and beyond what most people display in this modern day and age.

I think all of your staff and employees should be made aware of Kathleen's unselfish performance as I am sure they all will be proud to be associated with her.

Sincerely,
Joseph J. Consolino

Last month, Mr. Consolino stopped by the MGH to visit his newfound friend, physical therapist Kathleen Fynan. Photo courtesy of MGH Department of Physical Therapy.

Environmental Services employees are part of the team

When Dr. John Collins Warren returned to the MGH in 1869 from studies abroad, he brought with him Dr. Joseph Lister's method for antisepsis (disinfection). Lister's discovery of how to prevent infection helped make surgery infinitely safer.

Today, the environment of the operating room is critical to the success and safety of any surgical procedure. No one knows better than the nurses and surgeons themselves that Environmental Services employees are part of the surgical team.

To reinforce this sense of team spirit, the Surgical Daycare Unit invited Environmental Services employees to an informational forum about the unit. Dr. Walter C. Guralnick, Director of the Operating Rooms and former Chief of Oral and Maxillofacial Surgery, conducted a slide show and explained the types of outpatient surgery conducted on the unit.

MGH nurse wins congressional award for rescuing infant

General Director Dr. J. Robert Buchanan last month presented MGH nurse Diana Buckley with a ***Certificate of Special Congressional Recognition*** for her efforts to save an infant who had stopped breathing.

As Ms. Buckley was on her way to lunch one afternoon in October, a frantic father leaped from his car on Cambridge Street and called for help. His 11-week old infant son Sean had stopped breathing. When no one responded to his pleas, he began running toward the hospital with his baby in his arms. Fortunately, he ran into Diana Buckley.

Seeing that the child wasn't breathing, Ms. Buckley, a registered nurse in the Pediatric Gastrointestinal Unit, began cardiopulmonary resuscitation (CPR) even as she and the father ran down Cambridge Street. The MGH nurse hailed a passing police car which took her and the infant to the MGH emergency room where Drs. Joy Fiorenzano and Simon Michael, and nurses June Guarante and Ann Morrill treated the infant.

Sean had been treated at the MGH six weeks earlier for multiple congenital disorders. Because the diagnosis was serious, his parents were seeking a second opinion, and his father had just visited the hospital to pick up medical records.

Ms. Buckley, who is also Pediatric Rheumatology Coordinator, said that she didn't know how she managed to resuscitate the child while running, but her experience as a nurse helped her to react quickly to the emergency.

"I didn't hesitate, said Ms. Buckley. "It was an automatic response from working in acute care situations. You know when something is serious."

Nonetheless, Ms. Buckley said that she was petrified. "I didn't think I would be faced with resuscitating a child outside the hospital," she said. "You are out there on your own. There are no supports."

Dr. J. Robert Buchanan, MGH General Director, presented nurse Diana Buckley with a congressional citation for her quick response in an emergency. Ms. Buckley's knowledge of CPR and her reaction to a crisis helped save an 11-week-old infant's life.

Sean was admitted to the Pediatric Intensive Care Unit and discharged in 24 hours to the intermediate care unit, an outcome Dr. Patricia O'Malley, Director of Pediatric Emergency Services, called remarkable. "Diana certainly saved this child's life," said Dr. O'Malley. "It was a brave and competent thing to do." The citation was issued by Congressman Nicholas Mavroules of Massachusetts' 6th District.

Holiday Greetings

Town Meeting

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that were it to pass we should expect certain reverberations that would affect us as hospital workers charged with the responsibility to care for the sick. I have no intention of seeing the Hotline used as a vehicle for partisan political messages. On the other hand, when there's an issue that looks as though it may have an important impact on our institution, we may well use the Hotline to advise you of those facts."

Employees also asked questions about the installation of touch-tone phones in offices throughout the hospital, the MGH's smoking policy, and Ether Day recognition for employees who have worked for 15 and higher multiples of five years.

Over the next two years, the hospital will replace all rotary phones with touch-tone phones, and a hospital committee is reviewing the smoking policy. Calling it "a grand idea," the General Director said that he would consider celebrating on Ether Day employees who have worked higher multiples of five years.

Employees also suggested that the MGH encourage the use of public transportation by subsidizing MBTA passes, and restrict the use of the cafeterias to employees. While Dr. Buchanan was open to considering subsidies for T-passes, he said he would not restrict the use of the cafeterias. "It (restricting the cafeterias for employee use only) would be an enormous hardship on large numbers of patients and their visitors," he said. "That is just not consistent with the hospitality of the institution."

One writer asked why Dr. Buchanan did not familiarize himself with some employees' responsibilities by helping serve trays or wash floors. "I don't think washing floors is beneath my dignity," he said. "But I don't really think that is going to enhance my understanding of what makes this institution run, nor are you going to know me any better for my wandering around intruding on your workplace."

Dr. Buchanan said that he depends on his management team to bring employee concerns to him. "What I do very much hope," he said, "is that you understand that we are concerned about you, that we want you to feel fairly treated by this institution, and that we have great respect for what you contribute to this community we all serve and the patients for whom we are here."

The WACC meeting several times erupted in laughter as when an escort employee in the Emergency Department opined that the corridors of the MGH should be named and marked with street signs to make navigating the hallways easier. He suggested names such as Bulfinch Place, Jackson Avenue, and Ellison Street.

The MGH soon will erect two kiosks in the White Building Lobby. One will have a map of the entire campus with smaller maps in a holder for patrons of the hospital to use for reference. The other kiosk will operate as a bulletin board to inform visitors of meetings and events going on in the hospital.

At the Town Meeting at MGH East, Dr. Buchanan discussed many of the same issues. He also mentioned the MGH Child Care Center which is housed in the historic Captain's Quarters across from Building 149. The Center, which provides full- and part-time care for infants, toddlers, and preschoolers, held its grand opening celebration in November.

Nurse practitioner Joan McGrath takes Janet Vardaro's blood pressure. Nurse practitioners help expand the availablility of patient care.

Nurse practitioners

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lock, a nurse practitioner, provides counseling for patients who test positive to the human immunodeficiency virus (HIV). She administers HIV tests and interprets results. She also interviews each patient to obtain a medical history, performs examinations, recommends therapy, and explains treatment and prevention.

Her role as educator is sometimes most crucial. "Anyone who is sexually active has the risk of developing the HIV disease," said Ms. Pollock. "For that reason, my main focus is on health care education. I have to teach people to use condoms, to avoid having sex with people they do not know, and to shun the sharing of needles."

Helen Freniere, Coordinator of the Nurse Practitioner Group at the MGH, says that the nurse practitioner has the time and specialized skills to diagnosis, treat, and educate patients, and to involve patients as equal partners in the prevention and management of disease.

"I always involve the patient in treatment," said Ms. Pollock. "The patient needs to understand what he has, why he is being treated, what the treatment is for, and how it will affect him. It needs to be a team effort, or it's not going to work."

Joan McGrath, of Internal Medicine Associates, echoes that sentiment. "We take more time with the patient in teaching and counseling," said Ms. McGrath. "The patient is an equal. I have the information, and I need to tell the patient what I know so that she can take better care of herself."

Nurse practitioners work as partners with physicians. They do physical examinations, assess the need for laboratory tests, interpret test results, diagnose illness, and recommend treatment. If the patient has a more serious problem or if a new problem develops, the nurse practitioner consults the physician. In 34 states, including New York, Connecticut, New Hampshire, and Maine, nurse practitioners can write prescriptions.

Ms. Freniere shares a practice with Dr. Peter Gross. Both doctor and nurse practitioner work autonomously, yet they complement the care the other provides. "We certainly work as a team in sharing a practice," said Ms. Freniere. "I'm available when he is not. And he is able to consult with me when patient-care needs require that. It provides real continuity for patients."

"The education of a nurse practitioner begins with a basic registered nurse program," said Ms. McGrath, who shares a practice with Dr. Stoeckle. "Today, nurse practitioners are being trained at Master's level programs. These programs prepare nurse practitioners to offer indepth counseling, and education about health promotion, coping with changes, and managing illness."

Dr. Baker works with nurse practitioners at MGH Infectious Disease Associates, the Internal Medicine Associates, and at the Massachusetts Eye and Ear Infirmary, where she is Director of Infectious Disease. "I am delighted at the collegiality between nurse practitioners and physicians," she said. "Nurse practitioners add significantly to the care we can give each individual patient. Theirs is a very viable and needed role for the future."

Aussie firefighter

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Department, and Monsignor James Keating, a B.F.D. Catholic chaplain.

"The whole experience has been incredible," said Mr. Firth. "In Australia, most doctors are very short with you. Here, they shake your hand, you feel like you've known them for years. The nurses are fabulous. Linda at the front desk has spent a lot of time with Danielle, especially the first few days after I'd come here from the intensive care unit.

"The whole thing's just been unbelievable, the care I've gotten here and the people who have helped us. I think there's no better place in the world, actually."

Laurence Firth is expected to recover much of the use of his leg. If he keeps up with his exercise program, said Dr. Mankin, he may end up with only a slight limp. And although he won't be fighting fires in the field again, Mr. Firth plans to stay with the New South Wales Fire Brigade in Sydney. "I'd like to take a computer course," he said, "and maybe get involved with a fire prevention or fire investigation program through the Brigade."

What is the first thing he would like to do when he gets home? "Take a walk on the beach," he said.

From left are firefighter Jim Hart, Laurie Firth, Fire Chief Paul Miller, and Wendy and Danielle Firth. Chief Miller and firefighter Hart are from the Cambridge Street District 3 station.

The MGH HOTLINE is published seventeen times per year by the MGH News Office

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Kennetha J. Bigham, *Editor*

MGH HOTLINE

10 January 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

When Amtrak's Night Owl rammed the back of an MBTA commuter train, 267 passengers were injured. Two buses and several ambulances brought 99 of the victims to the MGH.

MGHers respond to train wreck at Back Bay Station

They came streaming off of buses, some carrying briefcases—commuters on their way to work. But the picture wasn't quite right. Many of the people standing in front of the MGH that December morning were disheveled, cut, and bruised, and they had stunned looks on their faces.

Ninety-nine injured commuters arrived at the hospital's emergency department after the December 12

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Before the ambulances began to arrive, the MGH activated its disaster plan. The efficient response of hospital staff meant that most of the injured were treated and released by early afternoon.

In celebration of an anniversary

A look at what physical therapists do

Physical therapy in the United States originated after World War I when "reconstruction aides" helped rehabilitate soldiers injured during warfare. The profession has come a long way since then.

"Physical therapy has grown from where therapists were viewed more as technicians," said Colleen Kigin, Director of MGH Physical Therapy Services, "to where they function at a more collegial, professional level and are expected to bring their own advanced knowledge to the bedside."

The MGH Physical Therapy Department recently celebrated its 50th anniversary and the Cardiopulmonary Physical Therapy Department its 30th. Up until two years ago, Rehabilitation Physical Therapy and Cardiopulmonary Physical Therapy were separate departments. Now both are under one department which is divided into three services; Cardiopulmonary, Inpatient Rehabilitation, and Outpatient.

The departments have fostered an environment were physical therapists, many from different countries, can come with a variety of skills and different training and perspectives. MGH therapists bring this diverse knowledge to teaching, consulting, sharing ideas and techniques, and ultimately to enriching patient care. Here is a look at some of these professionals and the issues they face.

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Colleen Kigin, Director of Physical Therapy Services, works with Annette Ballem as she exercises on a "hand propelled stationary bicycle." Ms. Ballem has chronic obstructive lung disease.

Physical therapists work in just about every area of patient care; whether it be treating the premature infant for neurological impairment, the orthopedic patient who has had a recent allograft, or the patient with chronic lung disease that makes walking a flight of stairs near impossible. Photo by Linda Goodspeed.

Creative cooks try their hands at recipe contest

Being diabetic doesn't mean forsaking good food. The MGH and the Joslin Diabetes Center recently brought that credo home to patients by sponsoring a recipe contest for participants in a nationwide study on diabetes.

The contest was held during a Boston harbor cruise. Fifty recipes, designed by patients in the Diabetes Control and Complications Trial (DCCT), were judged by local food editors, chefs, and nutritionists for nutritional content, taste, and appearance. All of the recipes were included in a recipe book compiled and designed by Sheila Ziernicki, a participant in the study.

The MGH and the Joslin Diabetes Center are participants in a National Institutes of Health sponsored study to see if better control of blood sugar will result in fewer complications from diabetes. Diabetes complications include blindness, heart disease, kidney failure, and impaired circulation. The 10-year study, led at the MGH by Dr. David Nathan, includes 29 medical centers around the country and more than 1,400 participants.

"The purpose of the contest," said Linda Delahanty, MGH nutritionist and Chair of the Dietitians in the DCCT, "was to show patients and their families that almost any recipe can be modified to fit the diabetic regimen." The nutritional guidelines of the diabetic regimen are that foods be low in fat, sugar, and cholesterol, and moderate in sodium.

MGH patient Ruth Thomasian

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In celebration of an anniversa

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Recipe contest

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won the grand prize and first place in the main dish category. Ms. Thomasian prepared a layered vegetable, cottage cheese medley. David Carter won first place in the bread category for his chocolate banana bread. Gail Nord won first place for her "Cool Spring Summer Drink." Patti Arnold's pineapple crisp recipe took the first place prize for dessert. Second place winners were MGH patients Katie Steinberg, Lewis LeClair, Patti Arnold, and Bob Martinelli.

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Maurice Kornegay explains the nutritional components of his Southern Banana Pudding recipe. Mr. Kornegay is a participant in a national study to see if better control of blood sugar can lessen complications of diabetes. The MGH patient won high honors for his culinary handiwork at devising a low-sugar, low-cholesterol, low-fat, and moderate-sodium dessert.

An orthopedic physical therapist blends trust and teamwork

Before beginning resistance exercises to increase the strength of a healing limb; before teaching exercises that combat stiffness in an injured joint; before beginning the task of reteaching a person with a traumatized leg to balance, to stand, and to walk again, a physical therapist must build trust.

"If a patient doesn't trust you," said Marie Rocheteau, "that person is not going to do anything for you, no matter how good you are."

Ms. Rocheteau, a senior therapist on the inpatient acute Orthopaedic Service, works with patients who have experienced trauma or undergone elective bone replacement surgery.

Marie Rocheteau helps James Agnetta of Everett learn to negotiate the stairs. Mr. Agnetta had total hip replacement surgery several days before this photograph was taken.

With such injuries or surgery, pain is a major concern. Ms. Rocheteau's first task is to establish rapport, build trust, and understand the patient's needs. "I try to communicate with the patient," she said. "I tell the patient that we need to work together. Many times anxiety can have an effect on pain. I work to eliminate any anxiety that might magnify pain."

Ms. Rocheteau is careful to keep abreast of the status of her patients. If the patient has had a painful night, she might delay physical therapy until later the next day. "Sometimes the timing of your intervention is 80 percent of treatment success," she said.

Ms. Rocheteau says that she tries to empathize with patients but does not condescend to them. "I try to be very honest about pain," said Ms. Rocheteau. "I never say, 'I know what you are going through.'

"I say instead, 'I understand that this hurts. But you are right. I can't feel it.'"

What's happening

Open house for Bulfinch Medical Group Practice

Many MGHers took the opportunity in October to meet the physicians and staff members who make up the Bulfinch Medical Group, a new primary care outpatient practice at the MGH. The group practice, situated in the new Physicians' Office Building at 275 Cambridge Street, hosted an open house for the MGH community.

There are eleven primary care physicians in the practice, five of them new to the MGH. The practice, directed by Dr. Robert Hughes and under the umbrella of the MGH Professional Services Corporation, will function independently. Staff members can issue patient registration cards, and the practice has its own laboratory.

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Here employees pose for a pre-party picture. From left are Sharon McSweeney, Jayson Colby, Ruth Katz, Stephanie Moore, Darlene Waters, Ellen Poulos, Norma Soto, Ronald Greene, Marina Lorenzo, Iris Lifshin, Lianne Csicsek, Sherry Coughlin, Ange Louis, Anne Doonan, [illegible]an Jones, Maureen Donovan, and Michael Scarpelli.

Chest physical therapists help patients breathe easier

"If a person has trouble breathing and can only walk for a minute without stopping," said Cardiopulmonary Physical Therapist Stella Prevost, "that person's world is not going to be very big.

"If you (the therapist) can get that person to walk for 20 minutes, you have just expanded his world. You have expanded his world to his car, to the mailbox, to a son's or daughter's house. That's the rewarding part. People really appreciate being able to do more."

Chest physical therapists teach patients with chronic lung disease such as emphysema or asthma to breath more efficiently, to pace themselves, and to exercise to increase endurance. Ms. Prevost says that patients quickly progress from living insulated lives to living in worlds greatly expanded by their new ability to cope.

Education is a vital role in the process. "When you arm a patient with knowledge about a disease, the treatment becomes more meaningful," said Ms. Prevost, a Clinical Specialist in Pulmonary Rehabilitation. "If you tell the patient why exercise is so important, he is more likely to do it."

The MGH in August completed its first lung transplantation. Working with other members of the transplantation team, Stella Prevost evaluates candidates for surgery.

She and other chest physical therapists work with these patients before and after surgery to improve their physical conditioning.

Here she monitors Levi Monteiro's blood pressure while he exercises on a stationary bicycle.

: What physical therapists do

The MGH employs 66 physical therapists in just about every patient care setting. These are the practitioners whose research and clinical expertise will move the profession forward.

"We will look to our clinicians to steer the course of the profession," said Colleen Kigin, Director of MGH Physical Therapy Services and professor at the IHP. "My goal is to provide an environment where the clinicians want to and can practice to their full potential—an environment that allows them to continually sort out what we as a profession should be about."

PT trained in Britain points to similarities and differences in practice

The physical therapy profession in Great Britain is nearly 100 years old. It had its origins in a late 19th century organization open only to women. Men began to enter the profession in the early 1900s. And in 1943 the Chartered Society of Physiotherapy became the primary certifying body which approves professional schools and registers therapists.

MGH physical therapist Tim Fagerson was educated at The Queen's College in Glasgow, Scotland, where he received a Bachelor of Science degree in Physiotherapy. In addition to working with several sports clubs and a sports injury clinic, he practiced at the Glasgow Royal Infirmary, one of the largest acute care hospitals in Scotland.

Training in Great Britain has been changing in the last 10 years from diploma to degree status. The National Health Service (NHS) pays for the education of physiotherapists, most of whom practice at NHS hospitals. Though there are differences between the United States and Great Britain in how therapists are trained and how health care is financed, there are many similarities in professional practice.

"It is the same structure of practice as here," said Mr. Fagerson, "except that the government funds education and treatment."

Physical therapist Tim Fagerson uses an isokinetic machine to test the strength of Peter D'Ippolito's left leg. "We are skilled to give exercise prescriptions or to carry out treatments like ultrasound or mobilization," pointed out Mr. Fagerson. "But the relationship we have with a patient—building a good rapport with the patient—can be an effective form of treatment."

There are some differences in treatment techniques however. Mr. Fagerson, who is especially interested in treating back injuries, points out one. "In treating back pain, we treat signs and symptoms in Britain. But here, there seems to be more emphasis on correcting a positional fault in the spine," he said. "In Britain, it is often just as important to relieve your pain and get you functional; for instance back to everyday activities, work, and sport."

Physiotherapists in Great Britain face some of the same issues practitioners in the States face. Efficacy is one. "Is what we do effective?" asked Mr. Fagerson. "Is ultrasound placebo or does it really correct a problem physically?

"For too long, therapists were providing treatment--often with good results--but with no scientific proof to explain why. There was no research being done saying what worked and why it worked. The science of physical therapy is finding out why."

Finding what works for patients with balance disorders

Kathy Gill, Clinical Director of Inpatient Physical Therapy Services, agrees with her colleague that examining why and how different treatment techniques work is a priority for the profession. In Ms. Gill's case, that means finding the best ways to help patients with balance problems.

The structures of the inner ear, Ms. Gill explains, are part of the balance system. "You use your ear drum for hearing," said Ms. Gill, "but you use the rest of your inner ear for balance control."

A person who has a problem with this system may experience nausea, dizziness, or blurred vision when moving. Balance problems can arise as a result of head or neck injuries, aging, inner ear infections, and side effects from certain medications. However, the exact reasons for some people's balance problems are unknown.

The field of inner ear balance rehabilitation is a relatively new one, and researchers in the MGH Physical Therapy Department, the MGH Institute of Health Professions (IHP), the MGH Department of Neurology, and the Massachusetts Eye and Ear Infirmary's Vestibular Lab are trying to find the most effective treatment for these disorders.

In the past, many of these patients were managed with medications to control their symptoms of nausea and dizziness. However, clinicians have found that it may be possible to train the central nervous system to get over the inner ear problem.

The term they use is "adaptation." The therapist determines the movements that cause discomfort and designs an individualized exercise program that helps the patient perform those movements again and again until the symptoms decrease.

"Through repetition," said Ms. Gill, who also teaches at the IHP, "the central nervous system learns to be less reactive, and some patients get less nauseous and dizzy over time."

For instance, a 26-year-old woman Ms. Gill recently treated had suffered whiplash during a car accident. As a result, she became nauseated when working at her computer terminal. She could not drive her car or ride a bicycle. Even mundane tasks such as taking a shower or doing housework caused her to become so nauseated that she had to spend many hours each day in bed.

"She had problems just moving her eyes from left to right," said Ms. Gill. "Her balance was very good except when challenged at the highest level, such as when she was asked to walk with her eyes closed."

To train her central nervous system to adapt, Ms. Gill had her practice, among other things, moving her eyes from left to right in very specific ways. She progressed to reading large-type books and finally to working for short periods of time at her computer terminal at home. Within four months, the woman returned to work.

Kathy Gill tests Sharon Judd's balance. Ms. Judd has greater difficulty walking when staring straight ahead than when looking down at her feet. Ms. Gill says that patients with balance problems often look at the ground as they walk because the busy environment around them makes them more dizzy.

MGH HOTLINE

Train wreck

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train collision at Back Bay Station. Some arrived by ambulance, many others by bus.

Most of the patients were treated for head and neck injuries that were not serious. One of the patients seen at the MGH was admitted; a 23-year-old woman who suffered a collapsed lung. She was released six days later.

The MGH went into full disaster status. Security personnel cordoned off the White Building Lobby, which became a triage area. A disaster control center was set up in the White 1 conference room. Health care providers and support staff in Emergency Services went into overdrive, many working additional shifts. Social Service set up an information booth in the WACC lobby and a discharge desk on WACC-1. Medical Records set up shop behind the White Building information desk. The Department of Dietetics provided coffee and cookies for family members and others involved in the crash. The MGH Interpreter Service, Materials Management/Transport, and many other departments helped out too.

An Amtrak train had derailed and rammed the back of an MBTA commuter train, injuring 267 people. According to National Transportation Safety Board investigators, the Amtrak train was traveling at 77 miles per hour around a curve with a 30-mile-per-hour speed limit. The accident crumpled the MBTA train's engine causing fire and heavy smoke in the compartments.

Injured commuters were taken to area hospitals, though the MGH received by far the largest number of patients of any hospital. As usual, MGHers from all areas of the hospital responded with professionalism and compassion. They didn't miss a beat.

The White Building Lobby was the triage area for commuters injured in last month's train wreck.

A WBZ, Channel 4, reporter interviews a victim of the train collision. The train crash received national coverage including reports in USA Today and the New York Times, as well as on all of the major television networks.

The line of people hurt in the Back Bay Station train crash snaked out of the door to the MGH's emergency room.

A letter, handwritten on a borrowed piece of paper, best expresses what care at the MGH meant to victims of the train wreck. The letter was written on the day of the accident by a patient treated in our Emergency Department.

December 12, 1990

To Whom It May concern:

This letter is to express my thanks and gratitude to all the men and women on staff at your hospital. I was at your hospital today with friends and coworkers involved in the Amtrak and Commuter Rail accident at Back Bay station. We were all treated with kindness, generosity, but most of all care. It was a very upsetting time for all the victims and their family and friends, but the staff of your hospital made it a little bit easier for all.

Thanks again to all involved for their professionalism, kindness, and care when people needed them most.

Everyone involved should be very proud of the work they do every day, but should be prouder of the work they did today.

Sincerely
Marianne Barry
N. Quincy, MA

What's happening

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Orthopaedic Nurses' Day

The hospital celebrated in October the first National Orthopaedic Nurse's Day with a conference and reception. All of the conference speakers were MGH and Spaulding health care providers. Topics included pain management, Emergency Department triage, nutrition, and rehabilitation. Dr. Henry J. Mankin, Chief of Orthopaedic Surgery, hosted the reception.

MGH honors CPE graduates

Four Chaplain interns graduated last month from the MGH's Clinical Pastoral Education (CPE) program. The graduates were Michael Bradley, Brian Kelly, Gloria Clough, and Jack Baker.

Robin Gantz supervised the interns during their training at the MGH. The CPE program last year graduated 38 chaplain interns.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. [illegible]m, *Editor*

Recipe contest

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Try your hand at this low-calorie, first-rate dessert.

Pineapple Crisp

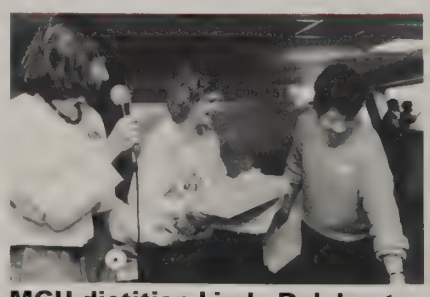
Ingredients:
1-20 oz. can of unsweetened pineapple (crushed or chunk)
1 C uncooked instant oatmeal
1/4 C low-calorie/low-cholesterol margarine
3 packets of Sweet & Low

Pour the pineapple and the juice into an 8-inch baking dish. Microwave it four minutes on the high setting. Set the dish aside. Cut the margarine into the oatmeal and mix in the Sweet & Low. Microwave this mixture two minutes.

Top the pineapple with the oatmeal mixture and microwave six minutes or bake in a conventional oven for 20 minutes at 350 F. Serve warm.

Makes 4 servings.

Nutritional Information (per serving)
Calories 200
Protein: 4g
Fat: 4g
Carbohydrates: 32 g
sodium: 112 mg
Cholesterol: 0 mg



MGH dietitian Linda Delahanty (left), and DCCT dietitian Ellen Anderson (far right) present MGH patient Sheila Ziernicki with a gift for her help in designing and compiling the DCCT Recipe Cook Book.

The first place winners of the DCCT recipe contest from left: Ruth Thomasian, David Carter, Patti Arnold, and Gail Nord. Judging for the contest was held during a Boston Harbor cruise.

MGH HOTLINE

31 January 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

When the war started, nurse Kathy Moynihan could not bear to watch the television reports. She relied on coworkers to relay information to her. Here Channel 4 news anchor Sara Ann Shaw interviews Ms. Moynihan for a story on health care workers called up by the Reserves.

MGH Reservists wait while war rages in the Gulf

Kathy Moynihan was at work in the Neonatal Intensive Care Unit (NICU) when she heard the news. It was 7:04 pm, January 16, and the U.S. had just gone to war in the Middle East. This was Ms. Moynihan's second day back at work after a 110-day tour of duty at Langely Air Force Base in Virginia.

"When the whole thing went down, it really hit home," said the MGH nurse. "I know so many people over there. My first feelings were for them. My feelings afterward were that any minute my phone might ring. My next feelings were relief that things had started, then fear about what was going to happen. I never prayed so much in my life."

Ms. Moynihan is a Captain with the 439th USAF Clinic at Westover Air Force Base in Chicopee, MA. She has spent more than four years in the Air Force Reserves and was activated in September to fill in for health care workers called to Saudi Arabia.

Capt. Moynihan says that, if called, she is ready. "I am very proud of the men and women over there," she said. "I am ready to do my job, whatever that job may be."

If she is called to duty, she will treat soldiers with some of the most serious injuries she has ever seen. "No matter what you are faced with, you have to block out your emotions and do your job," she said. "I will hold on to the knowledge that I'm going to come home to people who care about me. And I have a strong faith in God that he is going to help me deal with my feelings."

But right now, she continues to wait. "I will breathe a sigh of relief when this thing is all over—when all of our soldiers are home, and when I can hear their voices and talk to them again."

When Norm Wilson, OR Supply Manager, served as a surgical technician at an evacuation hospital in Qui Nhon, Vietnam, case loads were heavy, the work continuous. In their scant spare time, the nurses, technicians, and physicians provided medical care to Vietnamese civilians. They treated children in orphanages, patients in a leper colony, and civilian prisoners. They

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Therapist of champions

When the U.S. Greco-Roman Wrestling Team competed in the World Cup Championships in Gothenborg, Sweden, in November, Gary Geissler made sure injuries did not get in the way of winning. The U.S. team walked away with a gold medal in the heavyweight division, four bronze medals, and came in third place in the overall team competition. Five countries competed in the championships: the United States, the Soviet Union, Cuba, Iran, and Sweden.

Mr. Geissler, a physical therapist with MGH Physical Therapy Associates, volunteered as the team's physical therapist and athletic trainer. "I was responsible for managing injuries and getting the wrestlers healthy enough to compete at the highest level," said Mr. Geissler.

Two of the wrestlers started the competition with back injuries. Matt Ghaffari, the U.S. heavyweight and gold medalist, suffered lower back pain. Mr. Geissler prescribed

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Physical therapist Gary Geissler sports the bronze medal the U.S. Greco-Roman Wrestling Team won at the World Cup Championships in Gothenborg, Sweden. The World Cup is second in importance only to the Olympics. Mr. Geissler was the team's physical therapist and athletic trainer.

50th anniversary
of discovery of "atomic cocktail" to treat overactive thyroid gland

Three months after her husband was inaugurated as President of the United States, Barbara Bush had lost 18 pounds. Mrs. Bush did not have the First Lady jitters but symptoms of hyperthyroidism or Graves disease.

The thyroid gland regulates metabolism, and those who suffer hyperthyroidism (overactivity of the thyroid gland) experience anxiety, weight loss, excessive perspiration, and eye irritation. They eventually develop swelling at the base of the windpipe.

Instead of undergoing surgery for removal of the defective gland, Mrs. Bush entered Walter Reed Army Medical Center and drank a solution of what some physicians refer to as an "atomic cocktail." She left the medical center two hours later, with no side effects from the treatment and ready to return to business as usual.

Mrs. Bush ingested radioactive iodine. The ease and safety of her treatment was due to the collaborative efforts of Dr. Saul Hertz (deceased), Chief of the Thyroid Clinic from 1931 to 1943, and Massachusetts Institute of Technology (MIT) physicist, Dr. Arthur Roberts. Their research was supported by MGH Chief of Medicine Dr. James Howard Means.

Fifty years ago this month, Dr. Hertz administered the first dose of radioactive iodine for the treatment of Graves disease. His discovery that radioactive iodine could be used as a diagnostic tool helped usher in the field of nuclear medicine.

Even ancient civilizations took advantage of the relationship between iodine and the thyroid gland. People with enlarged thyroid glands often sought relief by ingesting seaweed and burnt sponge—both sources of iodine.

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also set up clinics in rural villages.

Lt. Wilson, an Army reservist with the 351st General Hospital in Hanscom, has been on administrative alert several times in the past two months. If the war in the Persian Gulf continues, he is likely to be activated.

If he is called, he will draw on his experience at the MGH and in Vietnam. "We might see similar types of wounds as in Vietnam—high velocity gun shot wounds and trauma," he said. "But if there are chemical injuries, these will be very taxing to the hospital. We will first have to decontaminate the patients. That's going to take time. We'll have to decontaminate the ambulances. The chemicals can contaminate everything."

Lt. Wilson gives an example of the toxicity of some of the substances that might be used. "A pin drop of mustard gas touching your skin can make a burn the size of a silver dollar," he said.

Though his mind is on what might happen in the Persian Gulf, it

Lt. Norm Wilson checks inventory with Josie Mullins. If Lt. Wilson is called by the Reserves, he may have as little as 24 hours to report for duty. To prepare, he is working closely with Ms. Mullins to ensure a smooth transition.

is just as much on making preparations at home. "How is this place going to get along in my absence?" he asked. Lt. Wilson noted that recent staff changes have already pushed the department to its limits. "When someone is out," he said, "we feel it."

In the meantime, Lt. Wilson is preparing his coworker Josie Mullins to take over some of his duties. He is trying to prepare his family as well. Many reservists will experience a significant salary cut because military pay is often much less than civilian pay. Yet bills--including mortgages--still must be paid.

Lt. Wilson's family is pitching in. His 13-year-old son Matthew has recently gotten a paper route. Eight-year-old Samantha and five-year-old Heather have agreed to take their lunches to school and give up MTV (music television).

Dr. Jana Sullinger is commander of a medical laboratory at Hanscom Air Force Base. If her unit is called up, it is likely to serve in Europe or the States.

MGH pathologist Jana Sullinger is getting married in June. Wedding preparations are always tense, but war in the Persian Gulf has heightened anxiety for this Army Reservist.

Captain Sullinger is the commander of the 367th Medical Laboratory at the Hanscom Air Force Base Armed Forces Reserve Center. The lab, established after the Vietnam war, performs autopsies, and clinical and surgical pathology.

"My wedding plans are more frantic than usual," said Dr. Sullinger, "But we are going ahead with everything as planned." Dr. Sullinger doesn't think that she is likely to be activated. If she is, she will probably serve at a general hospital in the States or in Europe. In any event, she is prepared. "Almost everyone in the military has gotten personal affairs in order," she said. "I've let people know where important papers are. I've prepared a packet for my fiance telling him what to do if I must leave suddenly."

But is she psychologically prepared for what she and others might face during war time? "The numbers of casualties would affect me most," she said. "But I would probably forget about my feelings until after the fact. Then, as now, I'd ask for a lot of guidance from God. I would speak to other people who are in the same situation. I would rely on my fiance and close friends for support. I would rely on a lot of prayer."

Since the August 1990 invasion of Kuwait, more than 2,500 New England Reservists have been activated. Many are health care providers, and some are MGH employees.

Harold Randolph of Admitting and Lisa Venus of Radiology went to Saudi Arabia. Nurses Elaine D'Aprile, Carol Nania, Theresa Maher, Kimberly Owens, Mary Conroy, and Kathy Moynihan were activated to serve at hospitals in the States. Dr. Susan Briggs went to Germany. Many others wait tensely by their phones knowing that any minute their lives might change dramatically. The thoughts of all at the MGH are with them. The hope: that this soon will be over, and those who have gone will return safely.

Therapist

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exercises to strengthen the muscles in the athlete's back and applied manual pressure to restore spinal motion. "He felt much more comfortable and was able to wrestle without as much pain," said Mr. Geissler.

Wrestlers frequently suffer shoulder, neck and spinal injuries. "When a wrestler is pinned," explained Mr. Geissler, "if his shoulders touch the mat, he loses. Wrestlers try to extend their necks to keep their shoulders from the mat. This can cause neck or spinal injuries."

Mr. Geissler also managed injuries that occurred during competition. One of the wrestlers suffered an elbow sprain during a match. To manage the sprain, Mr. Geissler immobilized the injury, then applied ice and a compressive wrap.

"My work with athletic teams balances my clinical practice," said Mr. Geissler. "When I am with a team, I can observe the mechanism of the injury and evaluate its acute phase. At MGH Physical Therapy Associates, I see the chronic stage of athletic injuries."

Mr. Geissler in 1988 worked as the athletic trainer for the U.S. Olympic Track & Field Trials in Indianapolis. Last summer, he was the therapist and trainer for the U.S. wrestling team at the U.S. Olympic Training Center in Lake Placid, NY. In December he was athletic trainer for the International Select 16 Hockey Tournament held in Boston. Mr. Geissler has since been invited to act as a U.S. Olympic Committee athletic trainer for the July 1991 Olympic Festival in Los Angeles.

MGH helps employees deal with feelings about the war

MGH employees are glued to Cable News Network (CNN) all hours of the night. Some arrive at work red-eyed, weary, and worried. There is concern and strong emotions generated by the war in the Persian Gulf.

The MGH's newly established Employee Assistance Program (EAP) is coordinating a joint effort by several MGH departments to help employees and their families deal with the Gulf crisis. In addition to the EAP, the Chaplain's Department, Social Service, Child Psychiatry, Nursing, and Human Resources are helping address employee concerns.

If you have a family member or friend stationed in the Middle East or living there; if you are torn by the divisions developing in this country; if you are a veteran whose memories of war seem suddenly very vivid; or if you are wondering how to explain the crisis to your children, it may be time to seek help.

"We are especially concerned about veterans who have never sought help before," said Andrea Piraino Stidsen, LICSW, Director of the EAP. "Seeing this on television can reactivate a lot of turmoil and trauma. We are prepared to help."

The EAP, with the help of Social Service and the Department of Nursing, will offer a variety of support groups if employees are interested. The EAP also will provide free individual counseling, financial counseling, referral to community support groups, and other services. For instance, the EAP is working with Child Psychiatry to devise a list of tips for parents on how to explain to children what is happening in the Middle East.

The MGH Chaplains Department has set aside 15 minutes every day at noon as a meditative time for "Prayers for Peace." The prayer vigils will be held in the MGH Chapel.

Ms. Stidsen says that this effort to support employees in a time of crisis is a logical extension of what an employee assistance program does. However, the whole MGH community has rallied around the issue.

"Everybody is concerned," she said, "and many want to do something. It is definitely not business as usual." Ms. Stidsen encourages employees to drop in at the EAP on Clinics 324 with concerns or questions.

Calling physicians

The Massachusetts Medical Society is surveying physicians to determine how many have military obligations and to assess the impact on patient care in the communities they serve. The Society also is working with the Massachusetts Board of Registration in Medicine on issues relating to licensure and medical education requirements for physicians called up for duty. For more information contact the Society's Desert Storm Information Center at 1-800-322-2303.

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Atomic Cocktail

from page 1

After hearing a talk on radioactivity by MIT President Karl T. Compton, Dr. Hertz inquired whether iodine could be made radioactive. "Iodine can be made artificially radioactive," wrote Dr. Compton. "It has a half period of decay of twenty-five minutes and emits gamma rays and beta rays (electrons) with a maximum energy of 2.1 million volts."

Dr. Hertz knew that the gland would attract the radioactive iodine like a magnet. He could then determine thyroid function by measuring how much of the isotope (iodine-131) the gland absorbed. Hence, researchers could more precisely diagnose thyroid problems.

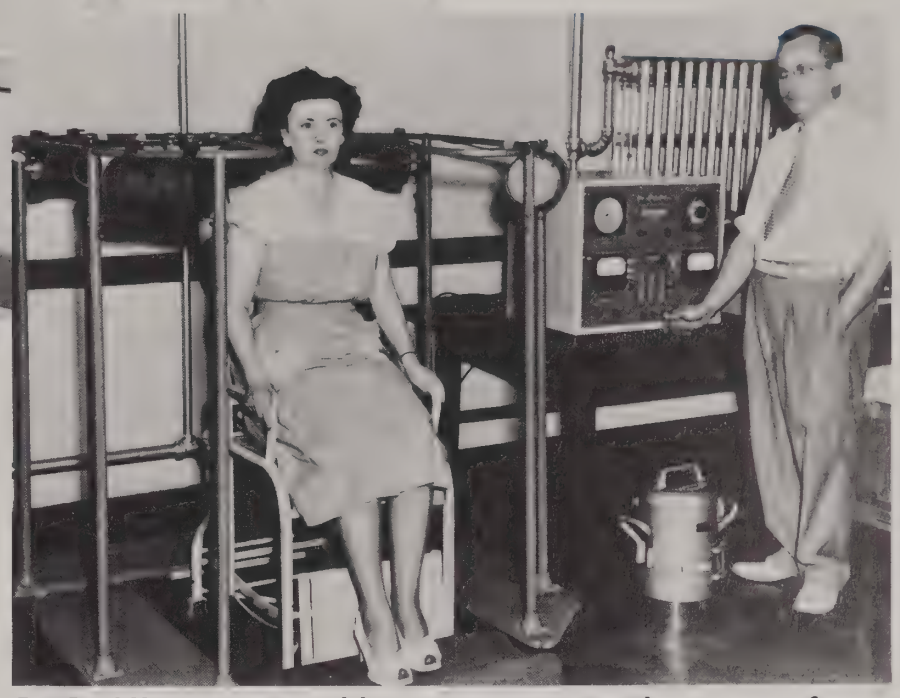
Finding a treatment for the disorder was the next step. Because the gland selectively craved iodine, the compound delivered small targeted doses of radiation exactly where they were needed. Healthy cells were not affected. The same treatment is used, in addition to surgery, to treat thyroid cancer.

Graves disease affects millions of people—mostly women. Anna D. Dane wrote in the 1946 issue of ***American Weekly***, "In 15 months...I lost 32 pounds....I couldn't slow down. I couldn't relax. I felt an increasingly extreme fatigue, yet I had to be everlastingly on the go. My pulse was fast, my heart hammered....In the later months of my illness a slight swelling appeared at the base of my neck and my eyes took on a glazed, distended appearance." Mrs. Dane went on to recount her miraculous recovery after just one dose of radioactive iodine.

Writes Mrs. Bush, "It is comforting to know that so many people are well now because of the scientific expertise of people like Dr. Hertz."

In recognition of the anniversary, a display, highlighting the key events and players in the development of radioactive iodine as a treatment and diagnostic tool, now graces the waiting room of Thyroid Associates on WACC 730.

Mrs. Saul Hertz poses by the display on WACC 730. The display recounts the history of the discovery of radioactive iodine for the treatment and diagnosis of hyperthyroidism (Graves disease). Dr. Saul Hertz was Chief of the Thyroid Unit from 1931-1943. Working with MIT physicist Arthur Roberts, he developed radioactive iodine as the preferred treatment for Graves disease.



Dr. Saul Hertz uses a multicounter to measure the amount of radioactive iodine absorbed by this patient's thyroid gland. Photo courtesy of the MGH Photo Lab. (1940)

Letter from the field

Dr. Robert Yancey completed his orthopedic residency training at the MGH in 1989 and was awarded the Cave Traveling Fellowship in June 1990. Here he writes about his experiences in the field.

Dear Dr. Mankin and Members of the Cave Fellowship Committee,

I am now at the halfway point of my six month post-Harvard project investigating the care of children abroad. I started out in Peshaua, Pakistan, 10 weeks ago and soon found myself in the middle of a war treating the many casualties from the Afghanistan crisis.

My work with kids was put on hold and for a month I treated mostly war victims. The number of mine, missile, and high velocity rifle injuries was beyond imagination. To add to the confusion, most injuries were seen two weeks late, after the patient had been stabilized in the field and then transported by horse or jeep to the hospital. Facilities were quite basic and I put much of my effort into training the orthopedic residents about the basics of orthopedic trauma care.

There is a 10-year backlog of untreated children in Afghanistan, but the medical care infrastructure has collapsed, and the main emphasis is on trauma care of the adults. My experience there was fascinating and exhausting at the same time. The region was emphatically fundamentalist Muslim and the Gulf Crisis kept my wife and me on our toes.

Nepal has been a breath of fresh air. The hospital that I am now working at I consider a model for the care of handicapped children in a developing country. We are seeing up to 100 children a day and almost all have serious orthopedic problems. The average club foot (a congenitally deformed foot) presents at two years walking on their talus (ankle bone). About a third don't come in until they are about 10 years old. We have done six this week alone.

The variety of cases is astounding with the majority being sequelae of infection, old fractures which were never treated, TB of the spine, polio, and untreated congenital problems. The level of care here is excellent due to an American trained Nepali surgeon named Ashok Banskota who should be an honorary member of the Pediatric Orthopaedic Society. He has set up a residency program, a brace shop, and a teaching program for PTs to follow up children in the villages. I wish I could stay longer and hope to return soon.

I am off to Switzerland in 10 days on an AO Fellowship. Thank you very much for your interest in my project.

Sincerely,
Robert A. Yancey, MD

What's happening

Howard Ulfelder Riverview Wing of Ellison 16 dedicated

The Vincent Memorial Hospital Gynecology Service at the MGH dedicated a wing of Ellison 16 in November to Dr. Howard Ulfelder, former Chief of Gynecology. *The Howard Ulfelder Riverview Wing of the Vincent Memorial Hospital* bears a plaque recognizing the doctor's contributions to research and patient care.

Dr. Ulfelder, an internationally known gynecologist and cancer specialist, organized the pioneering research that proved that daughters of women who had taken DES during pregnancy were at risk for cancer. Dr. Ulfelder died last year at 78 of Parkinson's disease. Colleagues, friends, and numerous family members, including Mrs. Ulfelder and the couple's three sons, attended the dedication ceremony. From left are John Ulfelder; Dr. Isaac Schiff, Chief of the Gynecology Service; Mrs. Jane Claflin, Honorary Trustee; Dr. George Richardson, former Acting Chief of Gynecology; and Judy Newell, Head Nurse on Ellison 16.

Just saying thanks

A memorial service was held at the MGH chapel in October in honor of Helen Stantial Jones, an MGH employee and volunteer for 37 years. In recognition of her 80th birthday in 1983, family members, colleagues and friends established the Helen Stantial Jones Fund to support the Children's Service's research and education efforts. Ms. Jones was involved for more than 30 years with pediatric research. She died in June at the age of 87.

To The Editor
MGH Hotline

The family of Helen Stantial Jones wishes to thank the entire MGH staff for their wonderful care and

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What's happening

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support during her recent illness. Being a long-term employee and volunteer at the hospital, she became very attached to the MGH "family." Lastly, she came to know the institution as a patient and was deeply impressed with the extraordinary care and devotion by all.

Our special thanks to the doctors, nurses, laboratory personnel, dietitians, physical therapists, and support staff who contributed toward her care.

Sincerely,
Elizabeth Shirley
Mary Ann Waldron

Reception recognizes friends of the Treadwell

Friends of the Treadwell Library gathered for a reception, tour of the library, and demonstration of new information systems. From left are Jackie Bastille, Director of the Treadwell Library; Mrs. Carol Mankin, Research Studies Librarian; Dr. Henry J. Mankin, Chief of Orthopaedic Surgery; orthopedic surgeon Dr. Dempsey Springfield; Dr. George Richardson, Chairman of the Library Committee, and Dr. Leroy Lavine, Director of Rehabilitation Orthopaedics at Spaulding.

The reception and tour were to recognize MGH physicians for their donations to the library's capital fund

MGHers speak at Museum of Science

Two MGH physicians will speak at the Museum of Science in February at an exhibit entitled "Bionics & Transplants: The World of Replacement Medicine." They will participate in the museum's "Second Chance Sundays;" forums on the latest technology in replacement medicine.

The exhibit opens February 7 and continues through May. "Bionics & Transplants" looks at popular notions of bionics and the real accomplishments of today's surgeons and biomedical engineers. It examines the human aspects of these new technologies, and their impact and effect on patients.

The exhibit will feature information on orthopedic implants and examples of artificial hearts and valves. It will cover corneal transplants and sonar devices for the blind. It also will cover organ transplantation, reconstructive surgery, implantable drug pumps, artificial cells, and other topics.

MGH orthopedic surgeon Dr. Melvin Glimcher will do a presentation entitled "Myoelectric Devices for Amputees," from 2:30 - 3:00 pm, February 24.

Dr. William Harris, Chief of the Hip and Implant Service at the MGH, will do a presentation on "Total Hip Replacement Technology," from 3:30 - 4:00 pm that same day. Both presentations will be held in the museum's Wright Theatre.

Dr. Gardella retires

After 45 years of service to the MGH, Dr. Joseph Gardella bid an emotional farewell in November to his colleagues. The IMA Practice Committee, chaired by Dr. James Richter, hosted a retirement party for Dr. Gardella. From left are Dr. Peter Gross, nursing assistant Patty Doyle, Dr. Gardella, nurse practitioner Helen Freniere, and Dr. Edwin Prien, Jr.

Dr. Gardella is now traveling in the Soviet Union as the physician for the Boston Opera Company.

Nurses dedicate conference room

The Board of Trustees held a reception to recognize nurses past and present who contributed $25,000 to the Capital Campaign. The nurses' fundraising effort, called "Investing in Our Future," gained support from patients, family members, nursing alumni, the MGH Institute of Health Professions faculty, and the Mary E. Macdonald Fund. A plaque in a conference room on Ellison 16 recognizes all of the contributors. From left are former Directors of Nursing Mary Macdonald and Ruth Sleeper; former Associate Directors of Nursing Gellestrina DiMaggio and Ruth Farrisey; former Assistant Directors of Nursing Miriam Huggard and Mary E. Quinlan; and Oncology Clinical Nurse Specialist Joan Gallagher.

Retirements

December 1990

Lillie Greenlee, Building Service, 25 years
Cynthia deBryn Kops, Orthopaedics, 16 years

November 1990

Anthony Fucaloro, Metal Shop, 11 years
Harold Lane, Building Service, 27 years
Charlotte Martin, Nursing, 33 years
Helen Myers, Bunker Hill Health Center, 7 years
Frances Snyder, Operations, 40 years
Parthena Tsohantaridis, Building Service, 20 years
Tamar Wurmfeld, Gray OR, 16 years

October 1990

Russell Andolina, Dietetics, 10 years
Maurice Fontaine, Ambulatory Care, 36 years
Hilda Gardner, Cancer Center, 28 years
Clarita James, OR Administration, 21 years
Mary Kenny, OR Administration, 11 years
John McSweeney, Res. Finance, 42 years
Burgess Standley, Planning, 15 years
Mary Weekes, Medical Records, 22 years

September 1990

John Ciampa, Electrical Shop, 20 years
Myron Daniels, News and Public Affairs, 15 years
Robert LaCasse, Accounting, 25 years
Joseph Lameiras, Accounting, 25 years
Philip Lenz, Ambulatory Care, 23, years
Peter Pappagianopoulos, Parking, 10 years
Lloyd Sharp, Materials Management, 13 years

August 1990

Meta Alleyne, Dietetics, 15 years
Jean Marie Harper, Nursing, 25 years
Helene Leighton, Treadwell Library 16 years

July 1990

Mattie Cannon, Clinical Administration, 42 years
Ruth Simonds, Neurology, 17 years

Myron Daniels was for 15 years assistant editor of the MGH News. Here he displays a retirement gift, the white coat he always wanted. Many of Mr. Daniels' MGH News articles and photographs appeared in newspapers around the country.

14 February 1991
A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

What's happening

MGH hosts "The Spirit of MGH/New England Poster Photo Contest"

The MGH Department of Human Resources is sponsoring a photography contest open to all employees. Ten photographs that depict the spirit of MGH and/or the spirit of New England will be selected for an MGH national and international recruitment poster. Contestants may enter up to two color prints and must be able to provide the negatives or color slides from which the prints were made. Photographs should be submitted in person between 9:00 am and 3:00 pm or mailed to John Couris at the Employment Office on Bulfinch 2 . Print or type your name, unit number, department, work extension, and home phone number on the back of each print. First prize is a weekend for two at The Anchorage Inn overlooking scenic Gloucester harbor. Second prize is a deluxe dinner cruise for two on the Spirit of Boston. Third prize is a clam bake for two delivered to the winner's home. The seven runners-up will receive an MGH meal ticket, and all contestants will receive a copy of the final poster. Photographs must be at the Employment Office no later than noon on March 21, and winners will be announced in April. Winning photographs will be exhibited in the WACC Lobby and at MGH East.

Valentine's Day flowers

Last minute Romeos or Juliets can still get Valentine flowers from the MGH Flower Shop. The Flower Shop is hosting a Valentine's Day plant and flower sale on February 14 from 9:30 am - 3:30 pm in the WACC Lobby. The Flower Shop delivers throughout the hospital.

Living With Cancer

The Department of Social Service is offering a free support group for patients with cancer, their families, and friends. "Person-to Person: Living with Cancer" meets at 6:30 pm eight consecutive Thursday evenings beginning February 21. The group meets at the Resident Physicians House and is designed to allow participants to share resources and ideas for coping, provide mutual support, improve communication skills, and deal with feelings. To register call Evelyn Malkin, LICSW, Wednesday, Thursday, or Friday at ext. 6-8187.

For Valentine's Day get heart healthy

In recognition of National Heart Month, Spaulding Rehabilitation Hospital is holding a Healthy Heart Fair February 14 from 10:00 am - 4:00 pm. The fair, open to the public, will feature free blood pressure screening, cholesterol testing, nutrition counseling, and heart disease risk evaluation.

Hygienist joins MGH Dental Group

Dental hygienist Mary Beth Mesrobian, RDH, has recently joined the MGH Dental Group. Ms. Mesrobian is a graduate of Forsyth School for Dental Hygienists.

MGHers can make appointments for cleanings and general dental care by calling the MGH Dental Group at 6-1076. Discounts are available for MGH employees. The practice is situated on WACC 230.

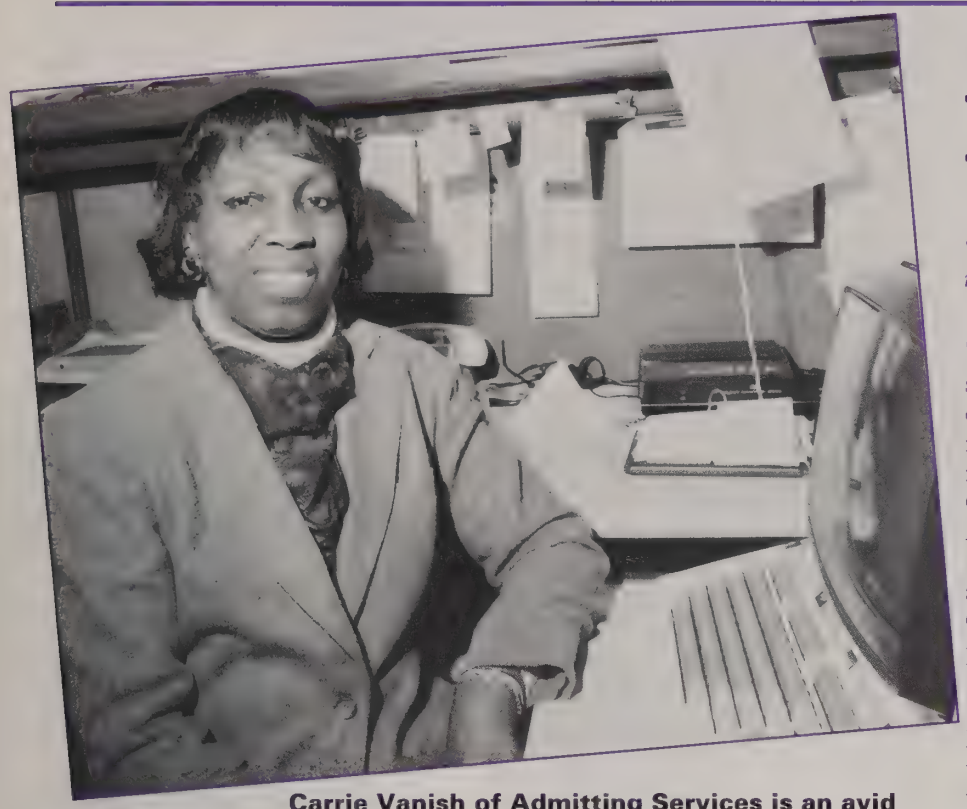
Do you need a disaster manual?

If your department needs an MGH Disaster Manual, Emergency Services can add you to its mailing list. Send your request with your name, title, department, location, and MGH extension to Ellen Greenblatt, Administrative Director of Emergency Services, Clinics 115. For more information call Lorna at ext. 6-6708.

MGH **HOTLINE**

28 February 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206



Carrie Vanish of Admitting Services is an avid traveler and likes to read. She has explored Hawaii, Jamaica, Mexico, Bermuda, and many parts of the United States. She says that she will encourage youth in the YMCA's linkage program to read. "Even if they can't travel, they can read," she said. "The world is much larger than Boston. If you read, you can use your imagination to travel."

Black Achievers excel through a vision outside themselves

"Since we are surrounded by such a great cloud of witnesses...let us run with perseverance the race marked out for us." Hebrews 12:1

Carrie Vanish of Admitting, Josephine Mullins of O.R. Supply, and cardiologist N. Anthony Coles last month joined the 119 Boston-area residents who were honored by the Greater Boston YMCA as Black Achievers.

At the MGH, Ms. Mullins works as a executive office assistant in the O.R. Supply Room. There she purchases, distributes, and inventories supplies for 48 operating rooms throughout the hospital. Ms. Mullins, an MGH employee for 25 years, also has worked as a surgical technician and as a nursing assistant.

When she left her job as a surgical technician, she told her colleagues to call any time they needed her. "I left that open-door policy," she said. "'If you ever need me, you can call me.'"

They have often needed her experience and expertise. She frequently works overtime selecting, sorting, and wrapping instruments for operations. In addition, she still dons her scrubs on occasion and assists with surgery.

Dr. Coles' primary interest is cardiac epidemiology—the study of factors affecting the frequency of cardiac disease and the outcome of treatment. He is currently working on two research projects—one to determine if people who suffer a temporary decrease in blood flow to the heart that is not accompanied by pain or shortness of breath (silent ischemia) fare more poorly than those who have symptoms. The other study examines the effectiveness of using pulmonary artery tubes (catheters) to measure ICU patients' heart pressures.

Dr. Coles also chairs the Department of Medicine's Minority Recruitment Committee. The committee, in existence since 1987, is working to increase the number of minorities in academic medicine. Committee members are recruiting minority residents to work at the MGH and providing career growth opportuni-

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The MGH Institute receives 10-year accreditation

The still-young MGH Institute of Health Professions (IHP) has been accorded the highest level of reaccreditation possible by the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges. Accreditation will be reviewed in 10-year cycles, an achievement reserved for mature institutions of higher learning. The Institute, founded in 1977, received 5-year accreditation in 1985.

"Ten-year reaccreditation," said Patrick E. McCarthy, President of the IHP, "is an important evolutionary step in the development of an institution. It is the external certification of quality. It gives you a comparative judgement of the quality of the environment, the teaching, the students, and the institution's financial and management stability."

The IHP offers graduate pro-

turn to "Institute" page 2

The Institute of Health Professions (IHP) has been reaccredited for ten years. Here Judy Pearson, IHP Enrollment Management Coordinator, Ann Censabella, Administrative Assistant, and Helen Callan, Student Accounts Coordinator, review student admissions data.

Make your work-place a great place

The MGH is a big place, and thousands of people walk through its corridors each day. To ensure a secure and pleasant environment for all who come here, the hospital this month will kick off a three-part campaign entitled "Make Your Work-place a Great Place."

The first component of the campaign will encourage all MGH employees to wear identification badges. Badges help patients identify MGH care providers, and they help visitors know where to look for assistance. In addition, proper identification is a first step in making sure MGH facilities are used appropriately. Next month, booths will be set up in the WACC Lobby where employees who have lost their badges can obtain replacements quickly and easily.

The second part of the campaign will focus on personal safety. The MGH has an excellent safety record. However, whether at work or home, everyone today should have basic information on how to avoid harm. The MGH Department of Police and Security is developing training programs on personal safety, and the hospital will provide educational materials to employees, patients, and visitors.

Nearly a year ago, the first patients moved into the Ellison Building. The hospital continues to update and improve its patient care facilities. To maintain new and renovated areas and continue to build on the hospital's construction progress, the third component of the campaign will raise awareness about the MGH's physical environment.

The effort to make the MGH an even greater place to seek care and to work is being coordinated by a committee of hospital employees. Posters in the lobbies of MGH buildings and articles in the Hotline and other hospital publications will keep MGHers up to date on ways they can make the MGH work-place a better place for patients, fellow employees, and visitors.

Inside

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Phillips House stair masters page 2

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The Phillips House stair masters

All counted, they climbed 2,144 flights of stairs in five weeks. Five MGH employees are winners of the Phillips House Stair Climbing Contest. Sue Resler of Dietetics was the first-place winner with 1,231 flights. She averaged more than 200 flights of stairs each week. The second-place winner, Elizabeth Rohan of Social Service, got a slow start with just 52 flights climbed in the first week of the contest. But she made up for it by averaging more than 100 flights in each of the remaining four weeks of the competition. Third-place winner Brian Lynch, fourth-place winner Doreen Gardner, and fifth-place winner Nancy Schappler, all of Nursing, wore out their soles (but not their hearts) by climbing up to 54 flights of stairs each week. The contest was sponsored by the hospital to encourage use of the stairs and put less demand on the Phillips House elevators. Each winner received a $50, $25, or $10 gift certificate.

The contest will resume on March 1. Participants can get score cards from Nursing Support Services on Phillips House 1 and on the inpatient units in the Phillips House. Record the flights of stairs climbed each day and tally those numbers at the end of the week. Participants should return each week's score card to Nursing Support Services. After four weeks, totals will be tallied, and winners will be announced in April.

John Sotiriou of Metromedia Services demonstrates to Cancer Center staff how the patient paging system works. From left are social worker Pamela Narrett, secretary Marge Andrus, and chemotherapy nurse Camille Madden.

Paging system means Cox 2 patients don't have to wait

Waiting can be unpleasant. But for patients visiting the Cox 2 treatment area, long periods in the waiting room have ended. A newly installed paging system will allow patients visiting the Cox 2 treatment area to leave the waiting room until their physician or nurse is ready to see them. Instead of sitting in the waiting room, Cox 2 patients can request a beeper and then walk around the hospital campus, have a cup of coffee, or visit one of the MGH shops.

The signalling devices were donated by Metromedia Paging Services, a company that has long served the hospital's paging needs.

"Much of the tension and tedium associated with these visits might be relieved by not having to sit in the waiting area for so long," said Cancer Center social worker Pamela Narrett. "In addition, with patients coming in increasing numbers to the MGH for cancer treatment, the paging system will help decrease crowding in the Cox 2 waiting area."

The paging system is a result of a collaborative effort by Friends of the MGH Cancer Center volunteers and Cancer Center staff to provide better service to patients.

Key up for discharge

Getting out of the hospital is always a happy event, but sometimes the discharge process can be a hassle. But beginning March 4, the MGH will make discharge easier for patients and their families. A pilot program called **"Key Up For Discharge"** will provide valet parking for family members or friends picking up discharged patients. The valet service is available Monday through Friday from 10:00 am to 2:00 pm for a $3 fee. (Tipping will not be accepted.)

The White Building Lobby will become the official hospital discharge area. MGH volunteers will escort patients from the units, help them with their luggage, answer questions, and assist with other needs. For more information about the new program, call the Volunteer Office at 6-8540.

Institute

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grams in nursing, dietetics, and physical therapy. In another advance, the Graduate Program in Speech-Language Pathology, headed by Dr. John Locke, will admit its first students this coming fall. The program, which operates the Neurolinguistics Laboratory, previously concentrated only on research.

The Institute in 1987 established a program in ethics and an endowed professorship; the Henry Knox Sherrill Professorship in Medical Ethics. Dr. Ruth Purtilo, who now holds this professorship, also serves as Director of the Ethics Program and Ethicist-in-Residence at the MGH.

As it grows, the IHP will place more emphasis on research. "All distinguished institutions of higher education must both transmit and create knowledge," said President McCarthy. "We must create the environment for research and produce the resources—human and otherwise—to make it possible."

The Institute has recently received $1 million in endowment for a chair in nursing research. The Amelia Peabody Endowed Professorship in Nursing Research will put the IHP in a leadership role in this area.

"We will continue to try to meet the supply and demand needs of health care," said E. Lorraine Baugh, Chair of the Institute's Board of Trustees and MGH Trustee. Ms. Baugh and Mr. McCarthy noted that there is a need for management training for health care providers. "Because they graduate from the MGH Institute," said Ms. Baugh, "they automatically get thrust into a combination role that requires clinical expertise as well as managerial expertise. The Institute eventually will have to address its role in meeting this educational need."

The MGH Institute of Health Profession (IHP) recently received an endowment for a chair in nursing research. Next fall, the IHP's Speech-Language Pathology Program will admit its first students. Here, E. Lorraine Baugh, Chair of the Institute's Board of Trustees and MGH Trustee, and Patrick E. McCarthy, President of the IHP, officiate at last year's graduation.

MGH HOTLINE

Black Achievers

from page 1

ties for medical school and undergraduate students. They also are starting programs to interest high school students in the medical and biological sciences.

Ms. Vanish has worked at the MGH for 21 years. She is the medical triage coordinator for Admitting Services. She meets daily with nurses, physicians, unit coordinators, and Admitting staff to maximize the use of hospital beds including those in the ICU, CCU, and Step-down Unit. In addition, she ensures that insurance companies are notified of admissions and get the appropriate information. She handles this complicated, fast-paced, and high-pressure job with competence and a great deal of grace.

Many at the MGH have long recognized Ms. Vanish's achievements. Writes Dr. Roman DeSanctis, Director of Clinical Cardiology, "Not only does she have a firm grasp of what she is doing, but she has been unfailingly pleasant to work with—both for the staff and secretaries. I just want to let you know how much we all value her help."

Ms. Vanish considers her ability to work with a variety of people crucial to her job. "It is important that we all work together," she said. "That way we start out with the same information, and we can be very thorough."

Patients also are appreciative of her efforts. Writes one patient, "No one looks forward to being a hospital patient. But from the moment I met Carrie Vanish till I left this morning, my vague apprehensions and nebulous fears were allayed. I've never had so many things done for me in such a short period of time, all with great courtesy, patience, and professional care."

Opportunities to help patients is why Ms. Vanish sought a career in health care. "I like what I'm doing," she said, "I like being helpful to people."

turn to "Black Achievers" page 4

Josie Mullins, Executive Office Assistant in O.R. Supply, helps keep 48 MGH operating rooms up and running. In addition, this Black Achiever lends a hand in the Instrument Room and in the O.R. as a scrub nurse. When away from the MGH, she tutors young people, assists senior citizens, and helps out at a homeless shelter. "I always get satisfaction from helping people," she said.

Cardiologist N. Anthony Coles says he owes somebody something. "You can be African American," he said, "and go to suburbia U.S.A. and practice your art and never give anything back to the (African American) community. I feel that I owe a lot to the community for the support that I have gotten. I really feel that I have a responsibility to give back to people who need help."

By working with minority youth, this MGH Black Achiever will give something back to the community that helped nurture his career. Here he takes a moment from viewing cardiac angiography films. The films help doctors find blockages in blood vessels.

Do you know the names and places of African American history?

Black History Month is one opportunity to celebrate the accomplishments of African Americans who have helped shape this country. There are many. Try your hand at this history quiz.

1. In 1942 an African American pathologist, Dr. Julian Lewis, published the first study of the incidence of disease among African Americans. But who was the MGH pathologist who developed a test to detect syphilis? He also directed the Wassermann Laboratory at the Massachusetts Department of Public Health and was Chief of the Boston Dispensary Laboratory. He graduated from Harvard Medical School in 1912 and was the first African American professor to teach at the medical school. Who was this MGH achiever?

2. African American women were some of the first graduates of medical schools for women. Dr. Rebecca J. Cole received her medical degree from Woman's Medical College in Philadelphia, PA, in 1867. Dr. Susan M. Smith-Steward graduated from New York Medical College and Hospital for Women in 1870. But who in 1864 was the first African American woman to receive a degree in medicine? Her alma mater was the New England Female Medical College.

3. In 1940 he started the Blood for Britain Project to store plasma for transfusions on the battlefield. In 1941 he was Director of the American Red Cross Blood Bank. He also served as Chief Surgeon of Freedmen's Hospital in Washington, DC, and Assistant Director of Blood Procurement for the National Research Council. Called the "Father of Blood Plasma Banks," he is known for disputing any scientific claim of blood differences based on race. While driving to a professional meeting in North Carolina in April 1950, he was injured in an auto accident. He was taken to a segregated hospital where he died at the age of 46 for lack of the blood plasma needed to save his life. He was?

HISTORY QUIZ

4. Which two of these early African American medical schools are still in existence? 1. Leonard Medical College of Shaw University in Raleigh, NC (est. 1882); 2. Chattanooga Medical School in Tennessee (est. 1902); 3. The Medical College of Howard University in Washington, DC (est. 1868); 4. Louisville National Medical College in Kentucky (est. 1888); 5. Flint Medical College in New Orleans, LA (est. 1899); 6. Knoxville Medical College in Tennessee (est. 1895); 7. Meharry Medical College in Nashville, TN (est. 1876); 8. University of West Tennessee Medical College in Memphis (est. 1900).

5. This African American educator lost her teaching job because of a law suit that resulted from her refusal to give up a train seat that was designated for Whites only. She later became a journalist and mounted a crusade against lynching. She was the co-owner and editor of the Memphis newspaper, ***Free Speech***. She wrote for newspapers in Chicago and New York and carried her anti-lynching message around the country and to England. This activist in 1898 led a delegation to the White House to protest lynchings. She was?

turn to "Quiz" page 4

What's happening

Get on the trail to good nutrition

Join the Department of Dietetics in March for a celebration of National Nutrition Month. On a designated day in March, the department will provide a healthy snack for all MGH employees and patients. The department will offer free cholesterol screening on March 15. Throughout the month, MGH nutritionists will provide information on low-fat snacks, recipe modifications, balanced meals, and much more. Watch for information in the General, East, and WACC cafeterias.

Prague professor visits the MGH

Dr. John Stoeckle, Chief of the Medical Clinics at the MGH, recently hosted a visiting professor from the oldest university in Czechoslovakia. Dr. Zdenek Lojda is Vice-Rector of the Charles University in Prague, founded in 1348.

The Czech physician is a specialist in pathology. He visited the MGH, Harvard Medical School, Harvard University, University of Massachusetts Medical School, Wellesley College, University of Massachusetts, Boston, and MIT. Dr. Stoeckle gave the professor a tour of the hospital and introduced him to MGH physicians.

The Federal Express Mailing Center has changed location

The Federal Express Mailing Center has relocated from the White Building Front Desk to the Gray Lobby Desk. The move will help decrease traffic through the White Building Lobby and accommodate the additional discharge activities which are scheduled to take place there in March. In addition, the change will transfer the responsibility of receiving and mailing Federal Express and other courier items from Information Desk employees to the Mail Services Section of the Materials Management Department.

The Federal Express Mailing Center in the Gray Lobby will be open from 7:30 am to 6:00 pm Monday through Friday. After 6:00 pm, packages will be available by calling 6-2252. After 6:00 pm and on Saturday, Federal Express will pick up packages directly from your office. To arrange after-hours office pick-up call Federal Express at 1-800-238-5355.

Shutter bugs, don't miss the MGH photo contest

Don't forget to enter **"The Spirit of MGH/New England Poster Photo Contest."** The MGH Department of Human Resources is sponsoring the contest, which is open to all employees. Ten winning photographs will be used on an MGH recruitment poster. Submit up to two color prints to John Couris at the Employment Office on Bulfinch 2. The prints must have your name, unit number, department, work extension, and home phone number printed on the back. They must be received by noon, March 21. Prizes include a dinner cruise and a weekend for two at The Anchorage Inn in Gloucester.

The MGH HOTLINE is published seventeen times per year by the MGH News Office

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Black Achievers

from page 3

In addition to serving as Secretary of the MGH Bowling League, Ms. Vanish also is Secretary of the Parent Music Aid Society, a non-profit organization that provides instruction in voice and music for Boston-area children.

These MGH achievers are in a race toward excellence. And, like many of the African Americans we celebrate this Black History Month, they have all gained a large measure of their perseverance and drive to succeed from their ties to the church.

When Ms. Mullins joins fellow members of Morning Star Baptist Church Saturday mornings to serve the food they have prepared for residents of the Long Island Shelter in Quincy, she sings, "The sun is shining in my soul, the sun is shining in my soul, the sun is shining in my soul today." She says that songs like this are intended to lift the hearts of the people she helps feed. Ms. Mullins is involved in several church ministries. She tutors youngsters in reading, consoles grieving families when death strikes, and takes senior citizens on outings.

Dr. Coles comes from a long line of ministers, and he has not departed from that legacy. "My firm belief is that everything that I do is always from God," he said. "Without God, my efforts would be to no avail."

Ms. Vanish also is an active member of her church—Charles Street AME. She serves in the Sarah Gorham Missionary Society. She helps transport elderly people to church, assists with their shopping, and cooks for shut-ins. "I have always been in the church," she said. "You get a lot of positive feedback, and you need that today.

This year's Black Achievers pose with the selection committee. From left are Affirmative Action Officer Joe Salvucci, Carrie Vanish of Admitting, Geraldine Wright of Dietetics, Josie Mullins of O.R. Supply, Kathy Long of Employee Relations, and cardiologist N. Anthony Coles

It's good to have other people to support you and to know that you are not alone."

Through the YMCA's linkage program, Boston's Black Achievers will commit to forty hours of volunteer work with minority youth. MGH achievers will help provide valuable role models for these youth. "Young people today have to deal with so much peer pressure," said Ms. Mullins. "I would tell a young person, 'you don't have to be like someone else out there. Decide what you would like to be. If you have a dream, don't give up on it. Learn to pray and ask God for guidance. Never take your eyes off that dream, and one day you will succeed.'"

Dr. Coles also will have the opportunity to influence Boston's African-American youth. He remembers vividly being 13 and growing up in a mostly Anglo suburb of Washington, D.C. "The most profound experience in that period of my life," he said, "was when we moved to a suburb that was not well integrated. I remember being called nigger. I also remember being bussed out of my mostly White junior high school to a Black school. It has always struck me as ironic that an African American would be picked up and moved to a place with more African Americans almost in antithesis to the principles behind bussing."

From these experiences Dr. Coles knows that identity is an important issue for African-American youth. "At that age you need to focus on understanding exactly who you are and what you have to offer," he said. "I want to try to bring [young people] to the understanding that not only do they have potential and capabilities but that the things they do will impact others."

Dr. Coles feels that African Americans can significantly and positively impact others. "African Americans have a great deal to offer in terms of the emotional well-being of this country," he said. "African Americans give a lot of thought to issues and react in a feeling way. That is something that has been underappreciated."

Since the award's inception 16 years ago, the YMCA and Boston-area employers have recognized the achievements of more than 1,200 African American women and men. The MGH has honored 22 employees with the award. These achievers– and the three that join them this year– are the "great cloud of witnesses," referred to in the Hebrews' scripture. They give testimony to the fact that African Americans are running a race that, with faith and perseverance, many are winning.

Quiz

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6. This African American physician was an agent for the underground railroad. Born in 1812, he was an abolitionist and, with Frederick Douglass, helped establish and edit the ***North Star***. He also founded and edited a weekly newspaper called ***The Mystery*** which advocated for the rights of women and African Americans.

In 1850 he was one of a few African Americans admitted to Harvard Medical School to prepare for practice in Liberia, West Africa. Though he never settled in Liberia, he led an expedition to explore the Niger Delta as a possible settlement site for African Americans.

During the Civil War he was a surgeon for the famous 54th Massachusetts Regiment, depicted in the film, **"Glory."** In 1865 he made the rank of major and became the first African American to receive a regular commission in the Army. Who was he?

7. The first African American physician, Dr. Lucas Santomee, was educated in the 1600s in Holland. But he did not receive a medical degree. Dr. David J. Peck, the first African American to receive a medical degree from a U.S. medical school, graduated in 1847 from Rush Medical College. But ten years earlier, a medical college in the United Kingdom graduated Dr. James McCune Smith. Where did he study?

Answers: 1. Dr. William Augustus Hinton. 2. Dr. Rebecca Lee. 3. Dr. Charles Richard Drew. 4. Meharry Medical College and The Medical College of Howard University. 5. Ida B. Wells-Barnett 6. Dr. Martin Robison Delany. 7. Glasgow, Scotland.

MGH HOTLINE

14 March 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

For employees, Earned Time puts $$$ and time in the bank

An oft asked question about the hospital's new Earned Time program is, "What are we going to lose?" It sounds almost too good to be true. A new benefits program that says you can cash in sick time for money?

Well lower those eyebrows. There is no fine print. You don't lose time with Earned Time. The program begins March 31 and creates a time bank of sick leave, vacation, and holidays an employee can draw on as time off or trade in for cash.

Right now the hospital recognizes nine national as well as state holidays and three floating holidays. The Earned Time program will still allow 12 holidays and the same amount of vacation and sick time. "Under the present policy," said Richard Montgomery, Assistant Director of Human Resources, "employees get a certain amount of vacation time. That doesn't change. We now get nine regular holidays and three floating holidays. That doesn't change either. We still get 12 sick days, but sick leave is being divided differently. Seven of those 12 days will go into the Earned Time bank and can be used as paid time off for any purpose. Or some of them can be taken as cash instead of time off. The other five days go into the Extended Sick Leave bank." Employees who are on Military training duty, jury duty, or compassionate leave will still accrue Earned Time.

Extended Sick Leave is an insurance policy for employees and will help provide for long-term illness or hospitalization. If an employee is sick for more than five consecutive workdays, he or she uses Extended Sick Leave beginning on the sixth day. If an illness lasts less than six days, the time is drawn from the employee's Earned Time bank. Extended Sick Leave is used not only for nonwork-related illness but also may supplement workers' compensation or long term disability benefits. An employee may earn up to a maximum of 1040 hours of Extended Sick Leave—the same amount of time an employee can earn under the present sick-time policy.

Earned Time pays. Unlike the previous benefit structure, Earned Time allows employees to cash in some of their time off. Once each fiscal year, an MGH employee can receive cash for up to five days of Earned Time as long as the employee leaves at least 25 days in the bank. Each week, Earned Time and Extended Sick Leave balances will be listed separately on the employee's paycheck stub.

The Earned Time program applies to all full-time employees who are now receiving benefits and to part-time employees who work 20 or more hours each week. "Earned Time works basically the same for part-time employees as it does for full-time employees," said Mr. Montgomery, "but it is prorated according to the number of hours the employee works."

New employees will not be eligible for Earned Time or Extended Sick Leave until they have

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Pam Cosgrove, Beverly Lasovick, Maureen Sonnie, and Kathy Long, all of Employee Relations, coach each other as they prepare to do informational workshops on the Earned Time policy. Not pictured is Jan Swanson who conducted workshops at MGH East, the main campus, and the health centers. Employee Relations is conducting more than 50 informational sessions on Earned Time during every shift and at all MGH sites.

MGH mentors bring science to life for Timilty students

In the middle of the night Eileen Cummings waded knee deep into a salt marsh. With gloved hands, she yanked spindly cattails from their amphibious roots.

Ms. Cummings, Manager of the Help Desk, was a Science Fair mentor for Timilty middle school student Shamari Skelly. Her mission to the marsh was to find the home of *Coquillettidia perturbans* (the woodland mosquito). *Coquillettidia* larvae (an immature, wingless stage of mosquito) live underneath the water in the roots of the plant. They literally breathe through the plant by using the cattail like a snorkel.

Anthony Prince and his gal Sal. Anthony worked with MGH carpenter Brian Niles to build a maze to test a gerbil's sense of smell. Anthony placed a sunflower seed in one of the maze's 36 compartments to track how long it took the animal to find the seed.

Eileen Cummings braved a salt marsh to find cattails to add to Shamari Skelley's science fair exhibit. The larvae of the woodland mosquito lives in the roots of the cattail. Mosquitos also live in water that pools in old tires.

Shamari was one of 20 Timilty students who presented their Science Fair projects at the MGH this month. Exhibits included information on bones, complete with a Magnetic Resonance Image; facts on organ transplantation; a display about bacteria in food; and an electron bath that could copper-plate your lunch money.

The MGH/Timilty Science Fair Mentor Program is one of five partnership programs currently in place between the Timilty School and the MGH. The program allowed Timilty students to spend at least eight Wednesdays working with an MGH professional to develop a project for the fair.

Shamari wanted to learn about mosquitos. He couldn't have found a better mentor. Before getting a degree in Information Sciences, Ms. Cummings received a Masters of Science in salt marsh ecology.

Shamari's exhibit included an old tire, which Ms. Cummings borrowed from a friend's back yard. There *Culex pipiens* (the household mosquito) spends the winter lying in wait for warmer temperatures and delectable bare arms. Shamari

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learned, and taught others, that only the female mosquito sucks blood. The male survives on plant juices.

When Ms. Cummings first met Shamari, she was a bit dismayed. He was painfully shy and hardly said a word. But by the time he was to present his project, there was a marked difference. "I got a lot of satisfaction out of seeing him at the science fair," said Ms. Cummings. "He knew his stuff and was doing a great job."

Shamari displayed mosquito larvae and eggs as well as the adult mosquitos. His research included visits to the library with Ms. Cummings and an interview with mosquito expert Dr. Ernest Ruber, a professor of biology at Northeastern. Shamari also wrote Middlesex County Mosquito Control for information about the insects.

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The ice box used in the early part of the century was a rectangular structure with a block of ice at the top and the food stored beneath. Seventh grader Nigo Rattanavong would explain that the ice was at the top because hot air rises and moisture laden cold air sinks.

With the help of Fernando Jose, an MGH refrigeration mechanic, Nigo learned how refrigerators work by building one himself. He and Mr. Jose built the unit with spare parts from a broken refrigerator that had been ruined when someone used a screwdriver to chip away at the ice in the freezer compartment. Mr. Jose worked with Nigo for months, often on Saturdays, researching refrigeration and helping him to plan and build the unit. For safety reasons, Mr. Jose did such things as the soldering and drilling.

Nigo's refrigerator was a plexiglass cube. It had a compressor (motor) which pumped the refrigerant into the condenser coils on the back of the unit.

Did you know that when refrigerant starts out in the system it is above boiling point? In the condenser, the super-heated (105 degrees Fahrenheit) vapor condenses to a cooler liquid. The cooled refrigerant is filtered before it gets to the capillary tube. By reducing the flow and the pressure, the capillary tube further lowers the temperature of the refrigerant to minus 21 degrees Fahrenheit. From there the chemical travels to the evaporator coils in the top-most part of the unit. Through the heat transfer process, the cold refrigerant absorbs the heat inside the refrigerator and keeps your food cool.

The Timilty students visited the hospital on Wednesday mornings. And Wednesdays have sometimes been portents of disaster at the MGH. The Amtrak/Commuter Rail train crash that brought nearly 100 injured passengers to the MGH occurred on a Wednesday. The fire on a switch panel of one of the hospital's transformers that brought down the lights in several MGH buildings occurred on a Wednesday. And one Wednesday just before Nigo's visit in January, a supply fan in the WACC building malfunctioned causing the temperature in the building to rise to almost 100 degrees.

Mr. Jose did not despair in the

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Timilty 8th grader Dale Jones and Dr. Harry Orf, Director of the Laboratories in Molecular Biology, were chemistry and electricity working together. Dale wanted to do a science fair project on electricity, but his mentor was a chemist. They compromised by designing a project that would demonstate both disciplines. Any metal can be plated. Here a quarter is dipped into a bath of Copper Sulfate. Electrons flow onto the metal, and the positive copper ions gravitate to the electrons on the surface of the coin.

Nigo Rattanavong explains how refrigeration works. Nigo worked with Fernando Jose to build a small refrigerator for the Timilty science fair. Here Emerson Niles (left) of HVAC and Mr. Jose listen intently as Nigo discusses the construction of his mini ice box.

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worked at the hospital for 13 weeks. However, they may still take off holidays that fall within their first 13 weeks of employment. Physicians, medical school students, IHP faculty, graduate students, researchers, and Ph.D.s with joint faculty appointments at Harvard, MIT, or Tufts are not eligible for the Earned Time program.

When the Earned Time program begins at the end of this month, employees who have vacation time, bonus days, and holidays will not lose that time. It will be deposited into their Earned Time bank. Sick time will be put into the Extended Sick Leave bank. When the Earned Time program begins, the hospital will discontinue the bonus day policy.

Another change the Earned Time program will bring is that after March 31, the hospital will pay most employees weekly. The change will simplify accounting and payroll systems.

Like the current vacation policy, there is a maximum amount of Earned Time an employee can have at the end of the fiscal year. If Earned Time is over the limit, the employee can receive cash for the extra time or take the time off before September 30th. Otherwise, the excess time will be put into the Extended Sick Leave bank.

One of the reasons for implementing Earned Time is to reduce the number of unscheduled absences and improve coverage in departments. The Earned Time program will reward employees who typically don't use much of their sick leave. "You have a lot of people here who are very conservative with their sick time," said Mr. Montgomery. "This program is going to reward that. Earned Time reinforces the importance of scheduling and planning time off. It provides more of a sense of ownership and a little

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Love and comfort for you: quilts for MGH children

Each of the three- by four-foot quilted patchworks of color are handsigned, *"With Love and Comfort to You,"* and with the quilter's name and hometown. The signatures further personalize quilts made for children who are abandoned, born addicted to drugs, or are at risk for HIV (Human Immunodeficiency virus) infection.

The ABC Project originated with Ellen Ahlgren, a New Hampshire grandmother of seven who heard of the plight of AIDS (Acquired Immune Deficiency Syn-

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(Right) Sarah Buck, RN, keeps a treasure of patchwork quilts in a closet on Ellison 17. The quilts are handstitched, by a worldwide cadre of volunteers, and donated to hospitals through the ABC Quilts Project.

MGH HOTLINE

Bringing a Cambodian family together

Saravuth Oeun, a lab technician in Cardiac Research, last saw his family 15 years ago when he escaped Cambodia and the repressive Pol Pot regime.

Between 1975 and 1978 more than 1 million Cambodians died of starvation or disease or were killed in government purges. Mr. Oeun's family was dispersed. His two brothers went into hiding, and his parents starved to death. He did not know until four years ago that his brothers were still alive, and even then he could not contact them.

Dr. Thomas Durant, an MGH physician who has worked with Cambodian refugees for many years, recently helped reunite the Oeun family. Mr. Oeun knew from a cousin that his older brother Samonm was living in Pursat in the Provinces of Cambodia. To tell his brother how he had fared in the United States, Mr. Oeun made a videotape of his family here.

On a trip to Southeast Asia, Dr. Durant, armed only with a photograph of the brother, found a cleaning woman in Pursat who recognized Samonm. Through the video, Samonm learned that his younger brother Saravuth had married. The tape introduced seven-year-old Chandara, six-year-old Chanvichet, and two-year-old Michael to their uncle for the first time.

Dr. Durant also helped Saravuth's brother make a video of his own family. The brother, who for many years was lost to Mr. Oeun, now has three children—one boy and two girls. And Mr. Oeun's younger brother, Thavarith, has heard the call of wedding bells.

A videotape and Dr. Thomas Durant's skills as a sleuth helped unite Saravuth Oeun with his family. While traveling in Southeast Asia, Dr. Durant found Mr. Oeun's brother and gave him a videotape Mr. Oeun had made of his own family in the United States. The brothers have been separated for 15 years.

What's happening

One week of one-stop ID badge replacement

As part of the "Make Your Workplace a Great Place," campaign the hospital will for one week make it much easier for employees who have lost their badges to get replacements. The campaign is designed to address issues of security, personal safety, and care of the MGH environment, but will first encourage all employees to wear MGH identification badges.

For the week of March 18 you can get a replacement badge (photo included) with just one stop. Booths will be set up in the WACC Lobby on the main campus, at Charlestown Navy Yard, the Chelsea Memorial Health Center, the Somerville Warehouse, and at the Revere Health Center. Employees at the Bunker Hill Health Center can get replacement badges on Tuesday at MGH East. Here's the schedule:

Monday, March 18 — 6:00 am to 6:00 pm WACC

Tuesday, March 19 — 9:00 am to 2:00 pm MGH East

Wednesday, March 20 — 6:00 am to 6:00 pm WACC

Thursday, March 21 — 8:30 am to 12 noon Somerville Warehouse

Thursday, March 21 — 2:00 - 5:00 pm Chelsea

Friday, March 22 — 9:00 -12:00 pm Revere

Help Desk celebrates two years of service

The Help Desk (Computer Services Technical Assistance Center) is celebrating its 2nd Anniversary with an open house Friday March 22. The event will be held from 8:00 am-6:00 pm on the 10th floor of Building 149.

Since its beginning, the Help Desk has handled more than 50,000 requests for computer assistance. Staffed 24 hours a day, seven days a week, the Help Desk provides support for any computer problem. If your computer is making you pull out your hair, call 726-HELP!

Spaulding holds seminar series

Spaulding Rehabilitation Hospital on April 4 will hold an evening seminar series entitled **Knowledge Deficit: Meeting the Teaching Challenge of the Person with Traumatic Brain Injury.** Continuing education credits are available. For more information call 720-6540.

Also, Spaulding is sponsoring a continuing medical education course on **Osteoporosis: evaluation and Management.** The course will be held Saturday April 6 at the Royal Sonesta Hotel in Cambridge. The Registration deadline is March 23. For more information contact Mary Palaima at 720-6826.

Safety Office offers fire safety training

The MGH Safety Office is offering twice-monthly training seminars on fire safety. Seminar leaders will demonstrate hospital and fire safety procedures and review policy. Seminars will be held in the Wellman Conference Room on the first Wednesday of each month from 1:00 - 2:00 pm and on the third Monday of every month from 3:00 - 4:00 pm. The next session begins April 3, and seminars will be held throughout the year. Reservations are not required.

The first step to fitness may be a step class

Swim suit season is just about here. Now is the time to start getting in shape. Employee Health offers a variety of fitness classes including yoga, and high and low impact aerobics. There is also a meditation class.

A new offering is a "Step" class. "Step" combines low impact aerobics moves with stepping up and down on an eight-inch platform. The classes meet Monday through Friday in the basement of Ruth Sleeper Hall, Exercise Room 020. The exercise area is equipped with a shock absorbing aerobics floor. So commit to get fit. For more information, contact Linda Lass-Schumacher, 6-1625.

Shower and Change Areas for Exercisers

In response to a Since You Asked question, Linda Lass Schumacher of Employee Health Service made the following suggestions.

"Shower and change facilities for men and women are available for aerobic exercisers and runners in the basement of Ruth Sleeper Hall (RSH). RSH hours are Monday Friday, 7:30am - 5:30 pm. Evening and weekend access to RSH is available via card key. Lockers are also available for rent. Contact the Student Affairs office of the Institute of Health Professions for information about locker rentals and card keys.

In conjunction with the Security Department's Crime Prevention Program, we strongly encourage evening runners to use the buddy system when running after dark. It is also advised as an extra precaution to use the buddy system in the RSH basement change areas during off hours. If you must run alone, please consider using the outdoor parking area behind Sleeper hall to walk/run laps. It is very well lit and more secure than alternate paths."

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Fitness classes can help MGHers stay in step with health. From left are Linda Lass-Schumacher, Director of Employee Health Service, and aerobics instructors Karen Hopscha and Donna Cutillo. Ms. Hopscha and Ms. Cutillo constructed the eight-inch platforms used in MGH "step" classes.

Science fair

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face of the emergency or cancel his visit with Nigo. He brought him to the work site and sat Nigo in a corner with a book on refrigeration. While Mr. Jose worked, Nigo studied. Those studies have paid off. "At first Nigo wasn't sure he could do the project," said Mr. Jose. "I told him that anyone can do anything they want to if they put their mind to it. Nigo learned a lot about the refrigeration system and also how to work with another person."

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Anthony Prince wanted to investigate the sense of smell of his pet gerbils, Sally and Mikey. To do that, he worked with MGH carpenter Brian Niles to build an elaborate maze that had some 36 compartments. Anthony placed a sunflower seed in one of the compartments and tracked how long it took the animal to find the seed.

He found that Sally's nose was more sensitive, her legs quicker, or perhaps she was hungrier. She showed time and again that she was adept at completing the task. Mikey on the other hand would often sit in one compartment or meander aimlessly through several. Anthony concluded that maybe Mickey was just lazy.

Anthony's exhibit also illuminated the proper care of gerbils. At the MGH fair he often told visitors that Sally could not run through the maze yet another time. Though she had far more energy than Mikey, Anthony was concerned that even she might get tired.

Mr. Niles taught Anthony how to draw scale diagrams of the maze and how to plan the structure. Mr. Niles cut the wood and drilled the holes because the drills and electrical saws used in the Carpentry Shop were too powerful to allow the student to use. "He did all of the research for his project," said Mr. Niles. "I didn't tell him, 'You should do this.' I let him tell me. He knew exactly what he wanted. He gave me the directions. He was the brains, and I was the muscle."

Many of the students were shy around their mentors and had difficulty speaking to groups. To help them prepare for the oral presentations they would give at the fair, Klara Sztucinski and Roberta Magers in Training and Development led the students through training sessions on public speaking. That coaching paid off.

The Timilty Middle School is a Project Promise school that features team teaching, an extended school day, and classes on Saturday. The school was in 1989 awarded a National Secondary Education Excellence Award by the U.S. Department of Education. Just a few years earlier, Timilty students had some of the lowest test scores in the city. Unfortunately, funding for the Project Promise program at the Timilty is under threat of budget cuts.

For two years now, the MGH has had a cooperative relationship with the Timilty Middle School. Through that relationship, MGH professionals in a variety of ways give students a real-life taste of what the students study in school. The Science Fair Mentor Program is one of five partnership programs the hospital has with the school. There is also a speakers bureau. The Timilty Explorers program allows the students to spend a day at work with an MGH professional. The MGH also conducts a health fair and a health and fitness program with the Timilty.

Being a Timilty mentor is a time commitment. The mentors put hours into working with their students, and their managers supported their involvement.

Their reward was watching shy students bloom, completing challenging projects, and helping young people learn something about science and themselves. For more information about the MGH/Timilty partnership, call Tom Marcussen at 6-5055.

Timilty sixth grader Frances Ortiz explains kidney disease while her mentor Susan Grainger, head nurse on the Transplant Unit, looks on. Frances participated in a preview science fair held at the MGH to help the students hone their presentation skills for the Timilty fair.

Dennis Gurgul, an MGH clinical engineer, worked with Timilty student Dennis Mejia. Dennis' project examined how intensive care units are designed. Here he discusses a model he and Mr. Gurgul made of a room in an ICU.

Quilts

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drome) babies abandoned in hospitals. "When I retired," she said, "I started making quilts for my grandchildren. I saw how much fun they had with the quilts, and I said to myself, 'I don't see why the women in this country can't make quilts to comfort children with AIDS.'"

Ms. Ahlgren's network of quilters spans the globe. She has received donated handsewn quilts from Japan, England, Australia, Tasmania, and much of the United States. So far, she and her group of volunteers have distributed more than 13,000 quilts to children around the world.

Ms. Ahlgren's first donation was to Boston City Hospital. She has since donated to many area hospitals including the MGH. Sarah Buck, a nurse on Ellison 17, helps coordinate the delivery of quilts to the MGH. "The quilts are a source of security and comfort for the children," she said. "It's good for us too. It gives us the feeling that we can do something a little more than our nursing responsibility." Ms. Ahlgren agrees. "The caretakers also feel loved and supported by this effort," she said. "It lets them know that there is a community out there who cares about what they are trying to do." In addition to hospitals, the ABC Project donates quilts to nurseries and to children in foster care.

One message that Ms. Ahlgren tries to get across is that AIDS is not transmitted by a hug, a kiss, or a quilt. "The quilts are never destroyed," she said. "If a child dies, the family makes the decision about what to do with the quilt. Sometimes it is given to a sibling, buried with the child or kept by the family. It's important for people to realize that they can keep the quilts. You can't get AIDS from a child's blanket."

Earned Time

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more flexibility.

"For employees, there are obviously some very positive aspects of the program," said Mr. Montgomery. "The other side of the coin is the positive aspects for the hospital. For instance, Earned Time will simplify administration of paid time off. Because now, we won't have to make a distinction between holiday, vacation, and sick leave. It's all Earned Time."

The Earned Time program has many components. Human Resources will over the next month conduct informational sessions about the program. All MGH employees are encouraged to attend. Also, employees with questions can call the Earned Time Hotline at 932-5356, or contact Employee Relations at 6-5139.

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Volunteers needed for cultural diversity committee

Last year's Cultural Diversity Festival was a great success, and plans for a repeat performance are in the works. In addition, Human Resources will, through educational displays and other events, recognize the many cultures represented at the MGH. But the department needs your help. Human Resources is putting together a cultural diversity committee that will meet throughout the year to plan displays, review educational materials and films, and organize events. If you would like to volunteer, call Maureen Sonnie in Employee Relations at ext. 6-5139.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

4 April 1991

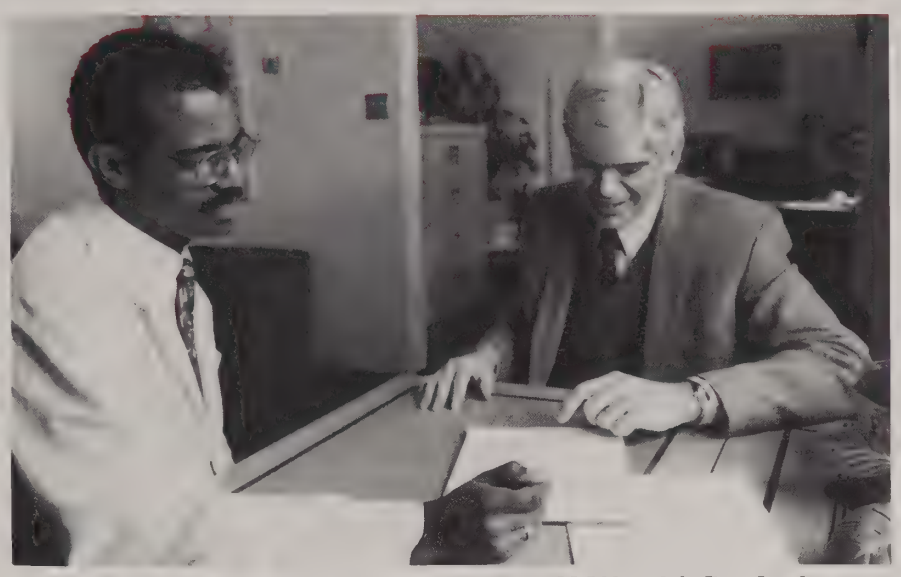
A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Where are the minority docs?

New program in Medicine asks the question and finds a solution

When people of color have full access to the resources of this country and to the range of professional endeavor, the walls of racism, like the Berlin Wall, will finally have crumbled. Yet, though African Americans make up 12.5 percent of the U.S. population, they comprise only 3 percent of physicians. Hispanics are now 8 percent of the population, but only 4.5 percent of all U.S. physicians. And while Whites represent 85 percent of the U.S. population, they comprise 86.6 percent of physicians.*

For many years, few if any under-represented minorities were accepted each year for medical internships at the MGH though there were strong commitments to do so. But a new program in the MGH Department of Medicine is finally changing all of that. The Minority Recruitment Committee (MRC) is spearheading an effort to increase the number of under-represented minorities in the biomedical and medical sciences. The Association of American Medical Colleges (AAMC) defines under-represented minorities as African Americans, Mexican Americans, American Indians, and mainland Puerto Ricans.



Dr. John Potts, Chief of Medicine at the MGH, with Dr. Anthony Coles, chair of the Minority Recruitment Committee (MRC). The minority recruitment effort was started by a group of MGH residents who looked at a difficult situation and saw the glass half full instead of half empty. The committee now has 24 members. "Without the individual and collective efforts of everyone on the MRC, and the support of the administration of this hospital, none of this would be accomplished," said Dr. Coles.

The MGH effort is comprehensive. It seeks to interest minorities in academic medicine and support their professional growth by providing them with research opportunities and mentors.

The program includes summer research opportunities for undergraduate, high school, and medical school students. It includes a health sciences program to interest high school students in medicine by teaching them to do blood pressure and cholesterol screenings in their communities. In addition, the MGH has just received funding from the National Institutes of Health (NIH) for a program that would allow local youth to do summer research in MGH labs, followed by a full year of problem-solving sessions addressing issues related to their studies.

"What we are trying to encourage," said Dr. John Potts, Chief of Medicine at the MGH, "is the rightful place of Blacks and other minorities on the faculties of medical schools as leaders, as physicians, and as teachers, proportionate at least to their fraction of the population."

The focus on academic medicine is unique and important. According to an AAMC survey, minorities were 10 percent of incoming medical school students in 1988. However, less than 3 percent of faculty members at medical schools were from minority groups. Because the AAMC study included predominantly minority

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Generals net MGH basketball league championship

After finishing third in the regular season, the Generals trounced the Tar Heels 72-50 in the final game of the play-offs of the MGH Basketball league championships.

In the first game of the play-offs, the Tar Heels led by two points with just two seconds left in the game. Wally Spencer hit a three

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The league champs pose for a picture. From left are David Baxter, Forest Mixon, James Baxter, Terry Mayers, Mark Joseph, and Dr. David Nathan. Not pictured are Jeff Roster, Michael Dozier, and Wally Spencer.

MGH awards prestigious Trustees Medals

Three renowned researchers are only the second group of scientists in the history of the hospital to receive the prestigious MGH Trustees Medals. The MGH Board of Trustees in February honored Dr. Claude E. Welch, retired MGH surgeon; Dr. Daniel C. Tosteson, Dean of the Faculty of Medicine at Harvard University; and Dr. J. Michael Bishop, a cancer researcher from the University of California, San Francisco, for accomplishments that have changed the course of medicine.

Conceived in 1986 for the hospital's 175th anniversary, the medals are given to American physicians and scientists whose lifetime contributions have benefited humankind, particularly through the advancement of medical practice and care. They may be awarded no more than once a year and to no more than four persons.

Dr. Welch has been associated with the MGH for nearly 60 years. Appointed to the medical staff in 1932, he went on to become Senior Surgeon at the MGH, as well as Clinical Professor of Surgery at Harvard Medical School. Known primarily as an abdominal surgeon and an authority on gastrointestinal disease and cancer, Dr. Welch became an internationally known and respected clinician, the author of approximately 300 articles and books, and an advocate of the need for life-long education and training for physicians. One high-point of his career came in 1981 when Dr. Welch was named part of a five-member, international team of physicians called to Rome to consult with Italian surgeons after the attempted assassination of Pope John Paul II.

Dr. Bishop, an internationally known scientist, has for over two decades studied the molecular

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schools like Meharry, Howard, Ponce Medical School in Puerto Rico, and University of Puerto Rico, the numbers of minorities teaching at most medical schools in the United States is likely much lower.

A career in academic medicine combines teaching with patient care, research, and administration. The AAMC in October held a Minority Faculty Career Development Seminar in Bethesda at which Dr. Clyde Evans, Associate Dean for Clinical Affairs at Harvard Medical School, noted several requirements for success in academic medicine. They were: substantial research experience and attainment of grants, active interaction with colleagues and recognition by peers, and a relationship with a mentor.

"A successful minority recruitment program," said Dr. N. Anthony Coles, Chair of the MGH Minority Recruitment Committee, "has two components. It must provide research opportunities. When residents and interns have solid research backgrounds, they are more viable candidates for future positions. The other component is mentoring. Through mentoring you put into place the capacity to assist people, not just one time, but for years down the road."

The Summer Research Training Program (SRTP), an early success of the MRC effort, allows minority undergraduate and medical school students to work for eight weeks with a mentor in an MGH lab. Last summer eight students participated in the program. Merck Sharpe and Dohme recently awarded the hospital a $75,000 grant to fund the SRTP. In addition, the MGH, in cooperation with Merck, has created the MGH/Merck Minority Research Fellowship, a $10,000 stipend that will allow an SRTP student to continue research studies throughout the year.

Tamara Callahan, a second-year medical student at Harvard, participated in the program last summer. She embarked upon studies of reproductive technologies with Dr. Janet Hall, an MGH reproductive endocrinologist, and Dr. Bill Crowley, Chief of the Reproductive Endocrine Unit. This was Ms. Callahan's first introduction to academic medicine. "I hadn't really thought about academic medicine before doing the program," noted Ms. Callahan. "But I have gained a lot of insight by working with physicians who have combined different aspects of the profession. They do research, teach students, are involved with administration, and see patients. I have seen a side of medicine most people don't see until way down the line."

Working closely with Drs. Hall and Crowley, Ms. Callahan has written funding applications, developed research protocols, and conducted presentations on their studies. "I have gained clinical experience," she said. "helped with administrative duties, attended meetings and lectures. It's been a real expansion of my learning base."

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Dr. Anthony Coles, an MGH cardiologist, and Dr. Kevin Tucker, an intern in Medicine, examine Anthony Romano. The Minority Recruitment Committee of the Department of Medicine is working to increase the number of under-represented minorities in academic medicine.

MGH telemedicine pioneer dies at 73

Dr. Kenneth T. Bird, a pioneer of "telemedicine" — a system developed at the MGH in 1968 to examine patients by two-way, interactive television — died February 13 at the Lahey Clinic of heart failure. He was 73.

Dr. Bird was founder and director of the nation's first telemedicine program, which linked an MGH medical station at Boston's Logan Airport with physicians at the MGH. Supported by the federal government as a pilot project and established with the help of the Education Division of WGBH-Boston, the program proved the viability of remote diagnosis, treatment, and medical image transmission.

Closed in the 1970s after proving its capabilities, the MGH telemedicine programs were in many ways a precursor to today's high-technology multimedia conferencing services that link physicians from around the world and transmit, manipulate, or archive — instantly — images like patient histories, X-rays, and MRIs.

An internist and pulmonary specialist who headed the MGH pulmonary clinic from 1965 to 1970, Dr. Bird was also active in national efforts to control tuberculosis, was medical director of an alcoholic detoxification center in East Boston, and, through his work with patients at Logan Airport, wrote newspaper articles on health risks associated with travel. Although ill health had limited his activities in recent years, he was still doing some clinical work for the Middlesex County Hospital in Waltham until several months before his death, and retained until the time of his death his MGH title of Associate Physician, Department of Medicine. He was also a former Associate Clinical Professor of Medicine at Harvard Medical School.

Born in 1917 in Watertown, Massachusetts, to Thomas and Mary Madeline Bird, Dr. Bird graduated from Harvard College in 1938 and Harvard Medical School in 1943. He served as a captain in the Army Medical Corps at Fitzsimmons Army Hospital in Denver during the Korean War.

"He was very personable," said Marie Kerrigan, the nurse practitioner who worked with him at Logan Airport for more than 15 years. "Both his patients and his co-workers loved him. He contributed, I think, to the establishment of the nurse practitioner role. He taught the nurses at the airport clinic, for example, to develop their diagnostic skills. He really taught the nurses what to look for and how to put together an accurate patient history." He also, Ms. Kerrigan said,

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Nursing Assistant training program's 1st graduation

The MGH last month graduated seven students from its first Nursing Assistant Training Program. The two-week program, sponsored by the MGH Department of Nursing, Quality Assurance, and Research and Staff Development Services, trains participants to help with duties such as bathing, feeding, and transporting patients. In the second stage of the program the nursing assistants will be assigned to a nurse preceptor for orientation on the units. The Nursing Assistant Training Program offers employees from other departments an opportunity for an entry level career change. Last month's participants were previously either unit assistants or Dietetics employees. The program was developed by Leticia Hermosa, RN, Ed.D., to provide consistent training for all nursing assistants. For more information about the program call Ms. Hermosa at ext. 6-3201.

The graduates from left are: Marie LaFortune, Norda Quashie, Ruthella Cruz, Marion Small, Sonia Blake, Marlene Bodden, and Margaret Hogan.

Patient Activity Center volunteers help get out a mailing. From left are Lilian "Ruthie" Kent, Patricia Tamm, Christopher Titus, Mrs. Fern, Octavia Brock, David Faber, and Joan Skane.

Patient Activity Center provides willing hands

Miriam Fern, of Social Service, refers to the Patient Activity Center volunteers as "willing hands and cheerful hearts." They are the 60 or so MGH outpatients, some disabled by illness or injury, who make up the hospital's work-oriented therapeutic community. The Patient Activities Center, coordinated by Mrs. Fern, has been around for 23 years.

Members of the center meet daily in the penthouse of White 14 to help out with various clerical tasks given them by MGH departments. They stuff and label envelops, collate forms, and complete projects for the Linen Room. Volunteers also work in the Post Office, Transport, and the Warren Library. In November, at the request of the News Office, Patient Activities Center volunteers made a banner for a parade honoring the 1000th showing of Cheers (the NBC sitcom starring Ted Danson). Volunteers also staff the Warren Lobby flower desk where they receive and deliver flowers to MGH patients. In addition, one Activity Center volunteer designs arrangements for the Flower Shop.

Mrs. Fern estimates that over the years Activity Center volunteers have contributed hundreds of thousands of hours of service to the hospital.

The center was originally planned as a drop-in center for patients but has evolved into much more than that. It is a place where often, a disabled patient receives the support and experience to reenter the workforce. Several activities center patients have been employed by the hospital. It is also a place for social interaction. They organize regular social events including fall foliage outings, visits

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Trustees Medals

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mechanisms of cancer, particularly RNA tumor viruses. A graduate of Harvard Medical School (HMS) who trained as a research fellow in pathology at the MGH, he is now Professor of Microbiology and Immunology at the University of California, San Francisco, and director of the university's G.W. Hooper Research Foundation. With colleague Dr. Harold Varmus, he was awarded the Nobel Prize in Physiology or Medicine in 1989 for the discovery that normal cells contain genes capable of becoming cancer genes.

Dr. Tosteson, Dean of Harvard Medical School since 1977 (as well as Caroline Shields Walker Professor of Physiology, Harvard University, and President of the Harvard Medical Center), is a national figure in the continuing evolution of medical education. He was instrumental in the introduction of computer and related technologies to the classroom. In addition, his increasingly strong emphasis on humanistic, ethical, and social aspects of physicians' training has helped make HMS a model for medical schools across the country.

"In this time of international conflict and confusion, we are pleased to focus our attention this evening on three individuals whose lifetime labors have been the pursuit of medical knowledge intended to benefit all peoples," said W. Nicholas Thorndike, Chairman of the MGH Board of Trustees, as he announced the awards.

"Already the Trustees Medals are beginning to take on a significance in the medical community," said Dr. J. Robert Buchanan, MGH General Director.

Original winners of the Trustees Medal in 1986 were Drs. Michael S. Brown and Joseph L. Goldstein, MGH-trained cardiologists who were awarded the 1985 Nobel Prize for Physiology or Medicine for their work at Southwest Medical School in Dallas; Dr. James A. Shannon, former Director of the National Institutes of Health, for promoting biomedical research as a national priority; and Dr. Norman E. Shumway, pioneering heart transplantation surgeon from Stanford Medical School in Palo Alto, California.

MGH changes smoking policy

The MGH in August will take a giant step toward becoming completely smoke-free by banning smoking in all areas of the hospital except for one designated site on each MGH campus.

The current smoking policy, in force since 1987, allowed smoking in some designated patient care areas and a few lobbies. The new policy will ban smoking throughout the hospital (except for one smoking area on each campus) as well as in private offices. The other exception will be for inpatients in situations where enforcement of the policy will interfere with patient care. But only with written permission from their physicians will patients be allowed to smoke in certain areas.

The 1987 smoking policy was generated as a proactive response to the health problems related to smoking. The new policy not only reinforces the previous position but also recognizes the overwhelming preference of hospital employees for a smoke-free enviroment. According to a hospital survey, 85 percent of MGH employees don't smoke and 80 percent of those who do are trying to quit.

Smoking is the leading cause of preventable death in this country, accounting for more than 400,000 lost lives each year. The Surgeon General in 1989 declared nicotine an addictive drug; as addictive as heroin or cocaine. In addition, the Massachusetts Department of Public Health, in a report soon to be released, estimates that 53,000 Americans die each year from lung cancer and heart disease caused by secondhand smoke.

"As a leading institution in health care," said Stephen Kauffman, chair of the GEC Subcommittee on Smoking, "we can't ignore the mounting medical evidence that points to the ill effects of smoking." Mr. Kauffman noted that as the smoking policy has become more stringent over the years, the unpleasant effects of secondhand smoke have become more apparent. "If you can get out of it, you realize what you were living in," he said.

The MGH has several smoking cessation programs. Employee Health offers self-help programs and individual and group support programs. In addition, the MGH Psychosomatic Unit provides hypnosis, and the Cardiovascular Health Center offers a nicotine addiction intervention program.

"This will not necessarily be popular with those employees, like myself, who smoke," said Thomas Rothwell, Vice President of Human Resources. "But to continue to condone smoking in a variety of areas within our hospital I think goes against our primary mission."

Over the next months Employee Health will offer programs for all MGH employees on how to adapt to the new smoking policy. In addition to being a resource for smokers who want to quit, the programs will help those who do not wish to quit but must adapt to the policy. In addition, the programs will teach nonsmokers how to support their colleagues who smoke.

"For those of us who don't want to quit but must learn to adjust," said Mr. Rothwell, "being informed far in advance is of key importance. There are still options for smokers. There are cessation programs offered by the hospital. And there is one site in-house where people can smoke."

What's happening

Tour the Ellison Tower kitchen

Did you know that the Ellison Tower kitchen is the largest hospital kitchen in New England? Help members of the Department of Dietetics celebrate the kitchen's first birthday with a tour of the new facility. You will see huge walk-in refrigerators, 80-gallon kettles, a computerized dish machine, and much more. In addition, you will meet the Dietetics employees who command this high-tech wonder to produce and serve over 13,000 meals per day. Yes! Refreshments will be served. The anniversary party is Wednesday, April 10, from 9:00 am to 4:00 pm. Twenty-minute tours will begin in the Dietetics Library in the Gray Building basement.

Pre-Admission Clinic moves

The Pre-Admission Clinic will move Monday April 8 to its new location on Jackson One (the former Orthotics Shop). The clinic is staffed by admitting clerks in addition to nurses, residents, and anesthesiolo-

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MGH HOTLINE

Dr. Bird

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played a great Santa Claus at the airport medical station Christmas parties.

"He was an absolutely devoted clinician and a tremendous teacher," said Dr. John Stoeckle, Chief of the Medical Clinics at the MGH and Senior Physician, Department of Medicine. "He was extremely knowledgeable about pulmonary diseases — particularly TB — and transmitted both his technical knowledge and his humanism to colleagues and students."

"Ken had the Irish wit," said Lawrence E. Martin, the Senior Vice President of the MGH. "He was bubbly and effervescent, always ready to lend a hand. He was not big of stature, but he was a big man nevertheless."

Dr. Bird leaves his wife, Jean (Allen); five sons, Peter A. of Hollis, N.H.; Christopher A. of Glastonbury, Conn.; Duncan S. of Lexington; Gregory A. of Arlington; and Jeffrey S. of Hamilton; a brother, Carl of Belmont; a sister, Phyllis Kilroy of Baltimore; and five grandchildren.

Volunteers

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to the Arnold Arboretum during lilac season, a Christmas dinner, an anniversary celebration, and an annual lobster cook-out on Cape Cod.

Volunteers in the Activity Center are always looking for projects. If you would like to put some willing hands to work, call Mrs. Fern at 6-2640 for more information.

What's happening

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gists who prepare patients for surgery, radiology procedures and cardiac catheterizations.

Free public forum on the Human Genome Project

The first Massachusetts public forum on the Human Genome Project will be held Monday, April 8, from 8:30 am - 1:00 pm, at the Federal Reserve Bank of Boston at 600 Atlantic Avenue.

The Human Genome Project is a federally-sponsored research effort to identify and map the location of all the genes that make up the blueprint of individuals. This initiative is expected to change the approach to all basic scientific research and to improve the understanding of how genes control the functions of the human body.

The forum will include an overview of the project, its effects on health care and the economy, and ethical and legal issues.

Minority docs

from page 2

"A mentor," said Dr. Evans, "is someone who won't rest until you succeed. Mentors teach you the rules of the game. They give advice, open doors, and push you when you need it. A mentor helps provide the opportunities that allow a person to show what they are capable of—to demonstrate competence and creativity."

By involving Ms. Callahan in research on reproductive technologies, Dr. Hall hopes to introduce her to the opportunities in research medicine. "Tamara is a very motivated person who thinks logically and is interested in finding answers at an in-depth level," said Dr. Hall. "She already has the interest and some of the skills which could make her a good researcher. The focus here is to help her see if research will fit into the broader scope of her career goals. The major contributions that I can make are to give her an idea of the opportunities in academic medicine and the issues faced by women in medicine such as combining family and career."

The MGH has had difficulty recruiting minority professionals in many fields, partially because Boston has a reputation of being unreceptive to people of color. In addition, the paucity of minorities in professional positions at the hospital may discourage some candidates.

But the Department of Medicine's minority recruitment effort is beginning to pay off. Since 1982, the number of African-American residents in the department has more than doubled. There are now two African-American physicians on staff in the Department of Medicine. Prior to 1988, there were none. In the last year, the number of minority students applying to the MGH for medical internships has almost doubled. And 75 percent of African-American medical school students selected for internships in Medicine in 1990 decided to come to the MGH.

"We were fortunate in getting a few young leaders to come at first," said Dr. Potts, "and they in turn have encouraged more minority applicants to come. Now that it is apparent that the hospital cares about this issue, these young people can have an opportunity to develop their ideas and have impact on minority recruitment."

There is another side to this issue—that of patient care. Many African Americans, for instance, suffer disproportionately such disorders as stroke and heart disease. Yet research on the health care concerns of people of color has not kept pace with the need for such studies. Dr. Coles noted that the NIH has just requested applications for projects to study diabetes in African Americans. "That's a step in the right direction," he said. "But the only way you can get funding is to develop expertise. If you bring African Americans through the system, perhaps they can take that expertise back to the community."

The affirmative action programs of the 1970s were designed to increase the numbers of minority physicians with the intent that they would help meet health care needs in underserved communities. However, this approach was criticized as placing an unfair burden on minority physicians and limiting their practice options.

"We should not attempt to extract commitment in exchange for support," said Dr. Coles. "Programs for the 1990s should simply provide opportunities and develop initiatives to study the major health problems in minority communities."

Harvard Medical School has recently developed a program similar to the MRC effort. Dr. Potts was named faculty chair of the Harvard Faculty Development Program which addresses the issue of minority recruitment throughout the Harvard system.

But what will success of the MGH program really contribute to the hospital? "You could argue," said Dr. Potts, "that having the fraction of minorities that should be able to be Harvard faculty members and MGH physicians might have no impact on the MGH in terms of its economic bottom line, its attractiveness for nonminority people, or its appreciation by the community. But it would still be what we should do.

"The reason the MGH is a great national resource is because it has led the way in important commitments to society and to patient care. These commitments show that the MGH is not just dealing with breakthroughs in knowledge—nor is it becoming the place where only the wealthy receive care. Continuing to meet this leadership commitment shows that the MGH is a place that is an advocate for all."

* Population data from 1990 U.S. Census Bureau projections. Employment data for 1990 provided by the U.S. Bureau of Labor Statistics.

Summer Research Training Program student Tamara Callahan (left) and reproductive endocrinologist Dr. Janet Hall review research data. Ms. Callahan worked with Dr. Hall to investigate the social and economic impact of multiple pregnancies. "The practical experience I have gained is invaluable," said Ms. Callahan. "This program has really made a difference and fulfills the objective of bringing talented minorities into the field of research."

"A mentor is someone who won't rest until you succeed. Mentors teach you the rules of the game. They give advice, open doors, and push you when you need it. A mentor helps provide the opportunities that allow a person to show what they are capable of—to demonstrate competence and creativity."
-- Dr. Clyde Evans

Basketball

from page 1

pointer at the buzzer to pull the Generals through with a one-point win.

The Generals finished the ten-game season with seven wins and three losses. David Baxter, who played forward and guard for the Generals, was voted Most Valuable Player, and Tar Heel guard Lennox James was voted Rookie of the Year. There are six teams in the MGH league: the Generals, the Running Rebels, the Boys, the Spartans, the Tar Heels, and the Warriors. Forrest Mixon is Generals team captain and league commissioner. After ten years in the league, this was the sixth championship for the Generals.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

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18 April 1991
A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

From Boston to Boston

MGH holds contest to name new wing of sister hospital in England

Did you know that the MGH has a sister hospital in Boston, England? The Pilgrim Hospital, founded in 1970, is a modern 700-bed general hospital. It is building its first private patient care wing—much like our Phillips House—but needs a name for the new building. You can help and win a trip to England to boot.

The MGH is holding a contest for employees to name the new Pilgrim Hospital structure which will accommodate 20 patients. The name should reflect quality care and the historical relationship between the two Bostons or the link between the the MGH and Pilgrim.

The winner of the contest receives two round-trip tickets to Boston, England, to officiate at the opening ceremony in May 1992. The tickets will be arranged by American Express, the hospital's new in-house travel agency. The MGH will pay for accommodations for the one night necessary for the ceremony. The winner must pay for additional accommodations if he or she wishes to stay longer.

The hospital was named for the Pilgrims who were imprisoned in Boston, England, before they embarked for Plymouth. Before beginning their journey, the Pilgrims prayed in the Sreiston Church, a small Anglo Saxon church in Boston, England. The church as well as many other historical structures is still standing.

The linkage between the two hospitals began in the early 1970s when Pilgrim Hospital administrator Brian Smith was at a conference in Canada. He was interested in developing a relationship with the MGH and arranged a meeting with Lawrence Martin, then Associate General Director of the MGH. The result of that meeting was an exchange program for residents that has since been expanded to include hospital administrators.

The Pilgrim Hospital was built in phases and officially opened in 1976. Princess Anne officiated at the openin, and Mr. Martin, there to announce the MGH/Pilgrim exchange program, presented Her Royal Highness a commemorative engraved Paul Revere Bowl.

October, 1977, Dr. Michael Bigby, the first MGH resident to participate in the program, began practice at the Pilgrim. But instead of working in the typical environment of a general hospital, Dr. Bigby, now an MGH dermatologist, spent most of his time making house calls. "I was the equivalent of a general practice resident," said Dr. Bigby. "This was real primary care. I was very impressed." Dr. Bigby said that most of the townspeople sought care exclusively from their general practitioner. He described Boston as small and rural, and the doctors as so familiar with their patients that they sometimes could accurately guess who would seek care each morning. In addition, several residents from Pilgrim Hospital worked in the Chelsea and Bunker Hill health care centers.

Boston, England, is a small historic seaport about 100 miles northeast of London. The mostly rural town is home to about 28,000 people. The geography is flat and in May tulips and daffodils abound.

To enter the contest, fill out the attached entry form and drop off or mail to the American Express office on Clinics 337. Deadline for entries is June 3. If the winning name is proposed by several contestants, the winner will be chosen by a drawing.

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Entry Form (mail to American Express Office/Clinics 337)

Name:_____

Department:_____

Phone #:_____

Address:_____

Name for new wing:_____

_____

Reason for your choice (optional):_____

_____

_____

(For additional space attach another page. Deadline for entries June 3.)

What's happening

Free support group for people living with cancer

"Person-To-Person: Living With Cancer" is a free support group for patients with cancer, their families, and friends. The next group begins on May 2 and meets six consecutive Thursday evenings from 6:30 - 8:00 pm. Participants gain mutual support, improve communication skills, deal with feelings, share coping mechanisms and resources, and get on with living. For more information call Evelyn Malkin at 6-8187 Wednesday, Thursday, or Friday.

Warren Library holds annual book sale

The Warren Library will hold its annual book sale on Thursday, May 2 from 10:00 a.m. to 4:00 p.m. in the Warren Lobby. Book donations for the sale are still being accepted. Proceeds will benefit the Warren Library endowment fund in honor of the library's 150th anniversary.

May is Better Speech and Hearing Month

To celebrate Better Speech and Hearing Month, the MGH Speech-Language Pathology Department is hosting an open house on May 15 from 11:30 a.m. to 1:30 p.m. in WACC 737. Employees can take advantage of free hearing and voice screenings, and refreshments will be served. Take the opportunity to learn more about the services the department provides and how speech-language professionals help people overcome a wide variety of communication disorders.

Run for fun and health

In recognition of Nurse Celebration Week, the hospital is sponsoring a 3.5 mile Fun Run (or walk) on Thursday, May 9 at 4:15 pm. All MGH employees are invited to participate. A scenic route begins on the Bulfinch lawn, proceeds down Blossom Street and to the Charles River. Pick up registration forms in the Employment Office on Bulfinch 2 before May 9. T-shirts will be on sale the day of the race. Join in the spirit of good health during Nurse Celebration Week. For more information call Bonnie Hart at 6-2045.

National Secretaries' Week

There are many activities honoring MGH office support staff during National Secretaries' Week.

- The MGH Department of Human Resources is sponsoring an Open House for all office support staff on Wednesday April 24, from 10:00 am to 3:00 p,m.. The department will provide refreshments, a thank-you gift, and a chance to win one of several fantastic door prizes. The open house will be held in the Chalet in the Gray Sub-basement.
- Training and Development will present a workshop on managing stress through humor. The workshop, hosted by nationally-known educator, humorist, and motivation expert Loretta LaRoche, will take place Thursday, April 25, from 10:00 am to 12:30 pm in the Meltzer Auditorium of the MEEI. Drop by Training and Development on Clinics 3 to pick up an admittance ticket or call 6-2230 for information.
- The MGH Flower Shop has bouquets and flowers to help recognize your department's right-hand men and/or women. Call the shop at 6-4500 or drop by. The Flower Shop is situated off of the White Building corridor.

Experimental Hepatitis A Vaccine Trial Needs Volunteers

Volunteers are needed to participate in a trial of a new, inactivated experimental hepatitis A vaccine. The vaccine stimulates production of protective antibodies against hepatitis A. It contains no infectious virus and has been found in preliminary human trials and studies in experimental animals to be safe, well tolerated, and effective in preventing hepatitis A. All volunteers will receive three injections of the vaccine over six months. There are no placebo (dummy) injections, and vaccine is provided at no cost to participants. For more information, call Dr. William Katkov or Dr. Jules Dienstag at 6-3766, or call Ms. Tweedy Watkins (3-3670 or 6-8717).

Help researchers learn more about acne

The MGH Dermatology Clinical Investigations Unit is seeking volunteers for a study of a new medicine for acne. Compensation is provided. If you are interested, call 6-5066.

Bone density study needs volunteers

Healthy males, between 40 and 70 years of age are needed for a one-year study examining the importance of dietary calcium on bone density. Participants will receive a complete evaluation of their diet and bone density in addition to $150 upon completion of the study. For more information call Ellen Williams at 6-2542.

Organ and Tissue Donor Awareness Week

MGH surgeons have completed more than 1,000 kidney transplants, and last August the hospital completed its first lung transplantation. In addition, MGH surgeons transplant livers, pancreases, and hearts. To raise awareness about the need for organ donors, the hospital will recognize Organ and Tissue Donor Awareness Week beginning April 22. An informational booth will be situated in the WACC during lunchtime. There, MGH health care providers and transplant recipients will answer questions about this life-saving surgery and organ and tissue donation.

MGH HOTLINE

25 April 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Key up for Discharge

Valet parking makes discharge easier

The MGH is putting on a new face. Long recognized one of the best places to receive care, the hospital is taking steps to ensure that its patients are well served at every stage of their treatment. Part of that process is making discharge easier for them and their families.

The *Key Up for Discharge* program provides valet service for family members picking up patients, a concierge who directs the family member to the patient care unit, and two liaisons, stationed at phones at the White Building front desk, who help coordinate the discharge process. In addition, escorts assist patients from the unit to awaiting cars.

In the recent past, discharged patients were picked up at the Gray Building Lobby. However, there were several problems with this system. A family member paid up to $12 to park in an MGH garage and then had to brave the elements to retrieve the car when the patient reached the lobby. In some cases, a patient would have to walk to one of the garages or parking lots. And sometimes, a frail or elderly patient had trouble getting into the waiting car.

"We felt that it was not a customer friendly process," said Bob Hanscom, Administrative Coordinator of Nursing Support Services. "It was not the kind of process that was really enhancing the image of this hospital."

But now, when a family member drives to the White Building front ramp, he or she is met by a parking attendant. For just $3.00, the valet attendant parks the car while the concierge assists the family member in finding the appropriate patient care unit. There is no additional charge for parking,

turn to "Key up" page 4

MGH volunteer Genia Cantin helps Joan Bailey (seated) and her family home. Mrs. Bailey was joined by her husband (not pictured), her daughter Alice Boyd and her grandson Sam.

MGH studies shed light on cancers affecting women

About 20,000 women develop ovarian cancer each year in the U.S. alone, and about half of them will die of the disease. And in the U.S., breast cancer is the second leading cause of cancer death in women.

In recently published studies, two MGH research teams have shed light on the detection and possible treatment of these two cancers. In one study, researchers demonstrated that the manufactured version of MIS (Müllerian-Inhibiting Substance), a substance found in male fetuses, can stop the growth of several ovarian cancers, and unexpectedly, other kinds of cancers as well. In a separate study, MGH researchers have found what appears to be a long-sought gene important in breast cancer. Two Harvard Medical School scientists joined them to demonstrate that the gene (an oncogene) is also likely to be involved in regulating the division of normal and cancer cells.

In a study led by Dr. Patricia K. Donahoe, MGH Chief of Pediatric Surgery, researchers for the first time proved that the manufactured version of MIS, like the naturally occurring substance, can impede the growth of cell lines of ovarian cancer.

The results were reported in the April 15 *Cancer Research*. The paper's first author was Dr. Taiwai Chin, a visiting research scientist from the Department of Surgery, Taipei Veterans General Hospital, Taipei, Taiwan, who worked in the Pediatric Surgical Research Laboratory at the MGH.

MIS production has long been known to inhibit growth of the Müllerian duct — which in female fetuses develops into the Fallopian tubes, uterus, cervix, and upper vagina. In the late 1970s, Dr. Donahoe and colleagues theorized that MIS may also have an inhibitory effect on female cancers (like ovarian) that originate from the same anatomic region.

She found that natural MIS does in fact inhibit the growth of many primary ovarian tumors. But the amount of naturally produced MIS the researchers were collecting was

turn to "Cancer" page 3

Patients in the MGH Children's Service were treated last month to a rare visitation from creatures you'd not expect to find in a hospital. A Magellanic penguin, a blue and gold macaw, a yellow-billed hornbill, a Moluccan cockatoo, an American otter, a ball python, a golden spider monkey, and others delighted the young MGHers and their family members. The visitation came courtesy of Busch Gardens and Sea World, entertainment parks in Florida. Here a young boy poses with Pete the Penguin.

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Livingston McLaren turns talent to cartooning for MGH

Before turning to health care and life in the United States, Livingston McLaren was a noted cartoonist and satirist in his homeland of Jamaica. He has worked at the hospital for eight years, primarily as a patient escort, and more recently as an escort for Phlebotomy/Specimen Transport. But on many occasions, Mr. McLaren has taken a break from his job as an escort to create cartoons for hospital publicity projects.

When the hospital renumbered floors in some MGH buildings, Mr. McLaren designed cartoons to inform the MGH public of the change. The Jamaican artist recently helped MGHers get the scoop about the hospital's United Way fundraising effort with posters and cartoons advertising an ice cream bash and free parking in the MGH garages. And several of his cartoons have appeared in the Hotline.

But in Jamaica, Mr. McLaren's cartoons were about topics more serious than ice cream. He created caricatures of leading political figures and editorial cartoons on such subjects as political favoritism, the economy, crime, and exploitation of the poor. Though he angered many a politician, the people, he said, were always behind him. "A lot of the politicians didn't like what I was doing," said Mr. McLaren. "But the people understood what I was doing."

Mr. McLaren worked eight years for the Jamaica Daily News and its sister publication the Sunday Sun. He also created cartoons for the Jamaica Daily Gleaner; Sports News (including some covers for the magazine); Sky Writing (Air Jamaica's in-flight magazine); and several Jamaican tourist publications—one entitled "The How to be Jamaican Handbook." In addition, Mr. McLaren has designed book covers, album jackets, and posters, and he has published collections of

Mr. McLaren drew this caricature of himself as most MGHers normally see him -- with a work order in hand, delivering specimens for Phlebotomy/Specimen Transport.

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MGH HOTLINE

In General

Dr. Andrew Warshaw, Associate Chief of Surgery at the MGH, was recently appointed the first Harold and Ellen Danser Professor of Surgery at Harvard Medical School and has been elected Vice Chairman of the American Board of Surgery. He will succeed to the position of Chairman of the American Board of Surgery in 1992. In addition, Dr. Warshaw is the new President-Elect of the Massachusetts Chapter of the American College of Surgeons.

Dr. John Parrish, Chief of Dermatology at the MGH and Chairman of Dermatology at Harvard Medical School, will in May be awarded the American Society for Lasers in Medicine and Surgery's Mark Award. The award is given to outstanding scientists and recognizes Dr. Parrish's achievements in dermatology, photomedicine, and laser medicine. Dr. Parrish directs the Wellman Laboratories of Photomedicine. He led the research which culminated in the development of the kidney laser lithotripter and the use of tunable dye lasers to treat port-wine stains and spider veins. His team recently developed a safe and effective laser treatment for tattoos. Dr. Parrish also helped establish the MGH/Harvard Cutaneous Biology Research Center which he directs. The center is funded through a landmark agreement with Shiseido Co., Ltd. Dr. Parrish was last year named the Edward Wigglesworth Professor of Dermatology at Harvard Medical School.

Dr. J. Robert Buchanan, MGH General Director since 1982 and Professor of Medicine at Harvard Medical School, is the new Chairman-elect of the Association of American Medical Colleges (AAMC).

Dr Buchanan, a member of the AAMC's Administrative Board, has been active in the Association for nearly 20 years, having held membership in both its Council of Deans and Council of Teaching Hospitals. He was Chairman of the Council of Teaching Hospitals in 1988-1989 and Chairman-Elect of the Council of Deans in 1977.

Prior to his current appointment, Dr. Buchanan was President of Michael Reece Hospital and Medical Center and Associate Dean of the University of Chicago's Pritzker School of Medicine. From 1969 through 1976, he was Dean of the Cornell University Medical College.

A cum laude graduate of Amherst College, Dr. Buchanan received his M.D. degree from Cornell University Medical School and his residency training at the New York Hospital. He held fellowships at the New York Hospital, Cornell University Medical College, and with the World Health Organization.

Dr. Buchanan serves on the Board of Trustees of the Aga Khan University Medical Center in Karachi, Pakistan, the Education Commission for Foreign Medical Graduates, and the China Medical Board of New York. He also is active as Chairman of the Massachusetts Hospital Association and as a member of the National Academy of Science's Institute of Medicine.

The Association of American Medical Colleges represents accredited U.S. and Canadian medical schools; 405 major teaching hospitals—including 70 Veterans Administration medical centers; and 92 academic and professional societies.

Karen O'Brien, a student at Yale University, was recently honored for her work with Dr. Patricia Donahoe, MGH Chief of Pediatric Surgery. Ms. O'Brien was a recipient of the Alvan T.-Viola D. Fuller, American Cancer Society Junior Research Fellowship. Her work with Dr. Donahoe focused on the purification and analysis of a protein, Müllerian Inhibiting Substance (MIS). MIS is a natural inhibitor which modifies rather than poisons cancer cells.

Karen O'Brien

Dianne Danis, RN, MS, CEN, has been appointed the 1991 Vice-Chairperson of the Emergency Nurses Association's Annual National Scientific Assembly to be held in San Francisco in September.

MGH dermatologist **Dr. Thomas Fitzpatrick** has been honored by the American Academy of Dermatology and Janssen Pharmaceutica as a "Master of Dermatology." The award honors Dr. Fitzpatrick's many significant contributions and highlights an historic case that shows his unique insight as a practicing dermatologist. The case spotlights Dr. Fitzpatrick's work in characterizing the "ash-leaf spot" as an identifying mark for tuberous sclerosis. He also is co-publisher of what has become known as the classic description of the characteristics of the skin cancer melanoma. Dr. Fitzpatrick was Chief of Dermatology from 1959 to 1987 and is Professor Emeritus at Harvard Medical School.

Dr. Ronald Lamont-Havers, Senior Consultant for Research Affairs at the MGH, is the recipient of the Society of Research Administrators (SRA) Distinguished Contribution to Research Administration Award, the most prestigious honor bestowed by the Society. The SRA is an international society of research administrators. Its members come from universities, hospitals, voluntary health organizations, independent research institutions, the government, and industry. Dr. Lamont-Havers is also Deputy Director for General Affairs at the MGH/Harvard Cutaneous Biology Research Center.

Dr. Mortimer Buckley, Chief of Cardiac Surgery at the MGH, has received the Boston University Alumni Award for distinguished service to the profession.

Dr. Buckley earned his medical degree from the Boston University School of Medicine in 1958. He served his internship and residency at the MGH. He became chief of the hospital's vascular clinic in 1967 and was promoted to his present position in 1970.

Dr. Buckley, who also is Professor of Surgery at Harvard Medical School, has served for the past six years as Vice President of the American Heart Association, Massachusetts Affiliate, Inc. In 1983 he became Chairman of the Cardiovascular Surgery Committee of the American College of Cardiology. Dr. Buckley in 1982 received the Boston University School of Medicine's Distinguished Alumnus Award.

The **American Cancer Society** has awarded the MGH a one-year institutional Research Grant worth $50,000. The MGH has received three such grants since 1987, the first year it applied.

The grant is intended primarily to serve as "seed money" for promising new research projects that cannot be readily funded by any other source. The recipients of the award have not yet been selected. The Principal Investigator is **Dr. Kurt Isselbacher**, Director of the MGH Cancer Center.

MGH Chief of Medicine **Dr. John Potts, Jr.**, and MGH physicians **Drs. Samuel Nussbaum**, and **Robert Neer** participated in the Consensus Development Conference on Diagnosis and Management of Asymptomatic Primary Hyperparathyroidism at the National Institutes of Health. The meeting was part of the consensus

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From editorial cartoons for Jamaican publications to poster campaigns for the MGH, Livingston McLaren has for some thirty years used his talent to entertain and inform.

McLaren

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his cartoons as well as a book on drawing caricatures.

For eight consecutive years, he received the prestigious Annual Seprod Award for cartoons he created for the Daily News. Mr. McLaren also was the recipient of the Musgrave Silver Medal, the Honorary Marcus Garvey award, and the Jamaica Centenary Medal.

Mr. McLaren grew up in a poor neighborhood in Kingston where he learned first-hand some of the struggles faced by his fellow Jamaicans. His background gave him insight into the issues of the day as well as access to the people central to his material. "I did cartoons about things going on around me," he said. "I dealt with issues as I saw them, I think as most people saw them."

Mr. McLaren pointed out that there are two major political parties in Jamaica—the Peoples National Party, and the Jamaican Labor Party—both of which felt the sting of the McLaren pen. His outspokenness was not without risk. There was sometimes politically motivated violence including disappearances and kidnappings. "Anybody who said anything different," said Mr. McLaren, "was either for the opposition or just against the government. I was just for the people."

Adored by the Jamaican media, Mr. McLaren was often the target of gossip columnists speculating on the subject of his next project. Who knows where he will lend his talent next, however. Judging from his work for the MGH, his cartooning days are not over.

What's happening

March meant nutrition at the MGH

In recognition of National Nutrition Month, the Department of Dietetics joined forces with Employee Health, the Hypertension Clinic, and the Blood Transfusion Service to offer MGH employees cholesterol and blood pressure screenings and information on nutrition. (Top) Denise Mullaney, RN, takes an MGHer's blood pressure. (Bottom) Donald Hostetter of Phlebotomy takes a blood sample from Susan Pauley of the Blood Transfusion Service. (Far right) MGH dietitian Beatrice Bertrand and dietetics intern Gail Power sign MGHers up for free health screenings. Dietetics also featured heart healthy meals in the main cafeteria and distributed healthy snacks to MGH departments.

The Vincent Show is back

Thursday, May 2, is opening night for the 99th Vincent Show, "Happily Ever After." Performances are at 8:00 pm on May 2 and 3. The Saturday matinee is at 2:00 pm on May 4. All performances will be held at the New England Hall, 225 Clarendon Street.

This year's show is based on eight Grimm fairy tales and three Aesop fables and will feature traditional Vincent tap numbers, and innovative interpretations by talented cast members.

Funds raised by the show and the more than 300-page program benefit the Vincent Memorial Hospital, the women's care unit of the MGH. Tickets for the show are $10, $15, and $20.

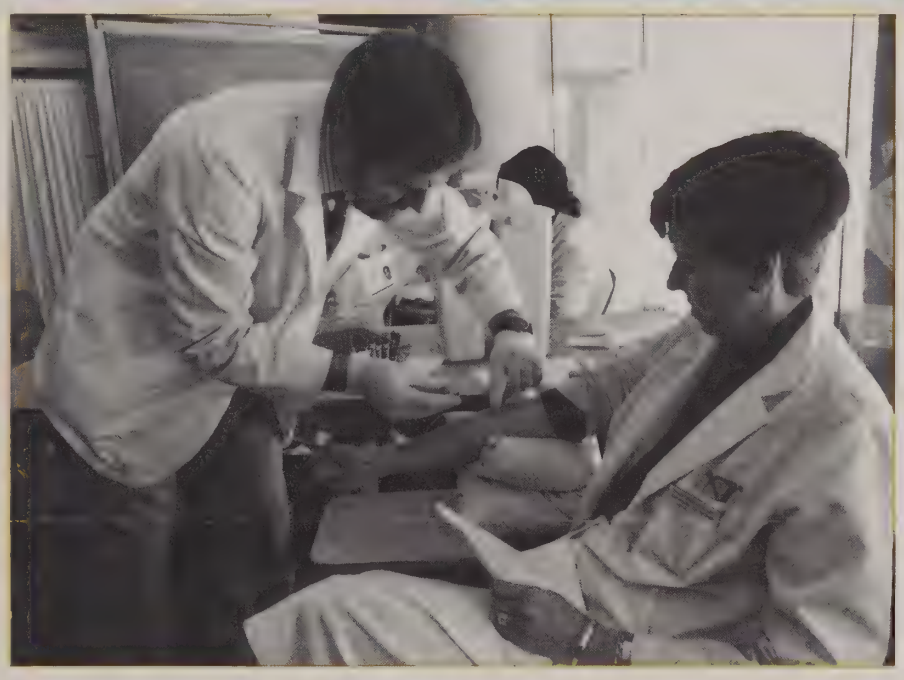
An opening dinner will be held at 287 Dartmouth Street on Thursday, May 2, at 6:00 pm. The Thursday night dinner is $30 per person. A special Friday night dinner will be held at 6:00 pm at 29 Newbury Street and costs $20. A Saturday night supper buffet will be held in the lobby of 500 Boylston St. and costs $35 per person. In addition the Saturday matinee includes "Lunch with the Characters" at the New England Hall from 12:45 to 1:45 pm. Reservations for the dinners are limited. Call the Vincent Club at 523-3900 to make a reservation, or call the Vincent box office at 536-9606 for tickets. MasterCard and Visa will be accepted.

Walk for Hunger: MGHers may offer their "Soles"

Sunday, May 5, the 22nd Annual Walk for Hunger will take giant steps toward wiping out hunger in Massachusetts, and many MGHers will add their "soles" to the effort.

MGH walkers will meet at the WACC driveway and proceed to the State House where the walk begins. Participants will receive a complimentary *Walk For Hunger* T-shirt with *MGH* printed on the back.

Last year 40,000 people participated in the walk, raising more than $3 million to benefit some 350 food banks across the state. To participate May 5 or to sponsor a walker, call the MGH's 24-hour hot line at 617-932-5357, or Kathy Rice in Human Resources at 6-2232.



MGH/NIH Minority High School Student Research Program needs mentors

Mentors are needed for a new program designed to give minority high school students and teachers hands-on experience in health-related research. The program will allow the students and teachers to work with researchers during July and August. Ten students will each receive $2,000, and two teachers will receive $5,000 each. In addition, a monthly educational forum that will run throughout the year is being developed for students, teachers, and mentors. For more information, contact Diane Gilbert or Dr. Gino Segre in Research Affairs at 6-3651.

Handedness and language study needs volunteers

Researchers at the MGH Neurolinguistics Lab on Bartlett 5 need right- and left-handed adults for a cartoon study. The researchers are investigating differences associated with gender, handedness, hand writing posture, familial handedness history, and strength of hand preference. Subjects watch a short cartoon and then tell what they have just seen. The 30-minute session pays $7. Call Laura McMinn or Debra Wein for more information at 6-7706.

MGH Summer Volunteer Career Exploration Program

The MGH Volunteer Department this summer will offer a six-week career exploration experience for high school students. These students will have an opportunity to observe, learn, and work in the health care setting under the guidance of MGH professionals. In addition, the program offers specially-tailored educational programs for participants. MGHers interested in being mentors or in making a referral, call the Volunteer Department at 6-8540.

Volunteers, test your memory on a computer

Student volunteers are needed to participate in a study examining the relationship of verbal memory to reading ability. Male and Female students ages 16-19 who have no history of reading disability are invited to challenge their memory on a computer. A small compensation is provided. Please call Susan at 6-7706 for more information.

Warren Library holds annual book sale

The Warren Library will hold its annual book sale on Thursday, May 2 from 10:00 a.m. to 4:00 p.m. in the Warren Lobby. Book donations for the sale are still being accepted. Proceeds will benefit the Warren Library endowment fund in honor of the library's 150th anniversary.

Free support group for people living with cancer

"Person-To-Person: Living With Cancer" is a free support group for patients with cancer, their families, and friends. The next group begins on May 2 and meets six consecutive Thursday evenings from 6:30 - 8:00 pm. Participants gain mutual support, improve communication skills, deal with feelings, share coping mechanisms and resources, and get on with living. For more information call Evelyn Malkin at 6-8187 Wednesday, Thursday, or Friday.

May is Better Speech and Hearing Month

To celebrate Better Speech and Hearing Month, the MGH Speech-Language Pathology Department is hosting an open house on May 15 from 11:30 a.m. to 1:30 p.m. in WACC 737. Employees can take advantage of free hearing and voice screenings, and refreshments will be served. Take the opportunity to learn more about the services the department provides and how speech-language professionals help people overcome a wide variety of communication disorders.

Run for fun and health

In recognition of Nurse Celebration Week, the hospital is sponsoring a 3.5 mile Fun Run (or walk) on Thursday, May 9 at 4:15 pm. All MGH employees are invited to participate. The route begins on the Bulfinch lawn, proceeds down Blossom Street and to the Charles River. Pick up registration forms in the Employment Office on Bulfinch 2 before May 9. T-shirts will be on sale the day of the race. Join in the spirit of good health during Nurse Celebration Week. For more information call Bonnie Ha[illegible] 6-2045.

Key up

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and tips aren't allowed.

When a patient is ready to be discharged, the operations coordinator contacts the liaison at the White Building front desk. The liaison sends an escort, with a wheelchair, to the unit to assist the family and patient to the front of the White Building where the valet is waiting with the family's car.

"Now," said Mr. Hanscom, "people are there to help. Patients and family members don't have to trudge through bad weather to get to the parking garage. They are put into the vehicle right there at the front door."

In addition to coordinating patient discharges, the liaisons, escorts, and concierge help others who come to the desk for information or assistance. "The people who are inside the White Building Lobby can help anybody," said Mr. Hanscom. "Their main focus is on discharged patients, but if someone needs help, they help them."

Pat Rowell, Director of the Volunteer Department, gives an example. One day last month a woman arrived at the MGH after delivering a baby at another hospital. She was visiting her husband who was hospitalized. But because she seemed to be having difficulty, one of the escorts got a wheelchair and took her to her husband's room. In addition, the valet attendants often assist people who are not using the valet service. "On a rainy day," said John Nolan, Director of Commuter Services, "you see valets holding umbrellas for people or assisting people in or out of cabs."

The volunteers who act as escorts, liaisons, and concierge

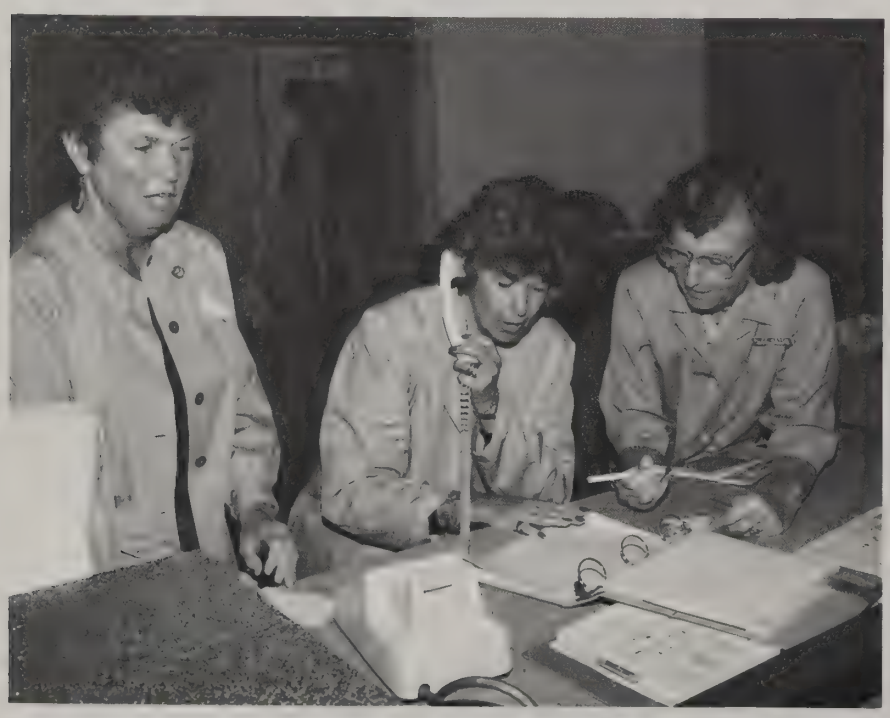
Concierge Phil Talbot helps a visitor find his way.

were specially trained for their roles. They were taught how to use the computer and received coaching on interpersonal skills. In addition, MGH physical therapists trained volunteers and valets on how to properly move patients from wheelchair to car, how to prevent patients from falling, and how to assertively tell a patient that he or she needs help even if the patient refuses assistance.

So far the program, and the volunteers and valet attendants who make it happen, have gotten rave reviews. "This is a good service for patients, and the families like it," said Susan Morris, Operations Coordinator on Bigelow 11. "The volunteers respond very quickly, and they are well trained. This is a much more cordial way to treat patients."

According to Mary Berbaum, Operations Coordinator on Ellison 8, the new discharge system is as simple as "calling the magic number, and five minutes later a volunteer with a wheelchair appears."

The program is available Monday through Friday from 10:00 a.m. to 2:00 p.m. The magic number Ms. Berbaum refers to is 726-2283 and will connect you to a liaison at the White Building front desk.



MGH volunteers help patients "Key Up for Discharge." From left are Judy Battit, Ann Beckett, and Alice Hatch. The program makes discharge easier by providing patients and their families valet parking and assistance from volunteer liasons, escorts, and a concierge. In the first six weeks of it's existence, "Key Up for Discharge" provided service to almost 500 MGH patients.

Cancer

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too small for even laboratory studies. They and colleagues at Biogen, Inc., Cambridge, therefore cloned (copied) the human MIS gene in 1986 in order to develop a sufficient manufactured supply.

In the last few years Dr. Donahoe and colleagues at the MGH have been working to establish that the manufactured MIS exhibits the same inhibitory effect as natural MIS on cancerous cells of Müllerian origin. Their evidence that it does (in test tubes and animal models) was presented in the recent paper.

"What our findings show is that in the presence of purified, recombinant MIS, certain human tumor cell lines stop growing — or at least grow very slowly," said Dr. Donahoe.

The MGH-led research raises hopes that MIS, a natural and nontoxic substance, used in conjunction with other cancer-fighting agents, will provide effective results when combined with smaller doses of more toxic chemotherapeutic agents. The investigators stress, however, that much more needs to be done before clinical applications can be developed.

In another study, reported in the April 11 issue of Nature, MGH researchers have discovered a cancer gene (oncogene) that is important in the development of breast cancer as well as malignant lymphoma and parathyroid tumors. This unique oncogene could be implicated in about 15 percent of the 143,000 new cases of breast cancer found in the United States each year.

The MGH investigators located, cloned, and identified the gene they call PRAD1. "PRAD1 is the best current candidate for being the breast cancer oncogene sought on chromosome 11 for several years," said Dr. Andrew Arnold of the MGH Endocrine Unit and senior author of the Nature article. "It also may well be the BCL1 region oncogene which has been sought in lymphoma since 1984."

The report, based on a large series of breast cancers, was made by Drs. Gordon Peters, Clive Dickson, and their colleagues at the Imperial Cancer Research Fund Laboratories in London, along with Dr. Arnold of the MGH. Even before PRAD1's probable role in cell division was known, the oncogene was implicated in breast and squamous cell cancers and in parathyroid tumors.

Authors of the paper, besides Dr. Arnold, are Drs. Toru Motokura, Hyung Goo Kim, Harald Jueppner, and Henry Kronenberg, all of the MGH, and Joan V. Ruderman and Theodora Bloom, both of Harvard Medical School.

In general

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development program that brings together biomedical investigators, practicing physicians, consumers, and others to evaluate and review the scientific soundness of a health or health related technology.

The American Cancer Society recently awarded a two-year, $180,000 research grant to **Bernd Seizinger**, MD, Ph.D., Director of the MGH Molecular Neuro-Oncology Laboratory and Associate Geneticist in Neurosurgery. Dr. Seizinger, who also is Associate Professor of Neuroscience at Harvard Medical School, will use the grant to study the role of tumor suppressor genes in the nervous system. These genes act as guardians to prevent cancer from developing.

Dr. Thomas Stossel, Chief of Hematology at the MGH, was recognized for his American Cancer Society Clinical Research Professorship at a reception held at Boston University School of Medicine.

MGH physicians **Drs. Jay Fishman** and **Melvin Burton** are recipients of research awards from the American Lung Association.

Jackie Bastille, Director of the Treadwell Library at the MGH, has been installed as president-elect of the Medical Library Association. Ms. Bastille has served on the MLA's Board of Directors, the Publications Panel, the Professional Recognition Review Panel, and as chair of the Research Issues Committee of MLA's Library Research Section.

Ms. Bastille's other activities include the presidency of the New England Library Association's Hospital Library Section, and participation in the Massachusetts Board of Library Commission's Advisory Committee on Certification of Librarians. The MLA is an international professional organization of 5,000 individuals and institutions in the health sciences information field.

MGH Radiologist **Daniel Kopans** has been named a fellow of the American College of Radiology. Fellowships in the College are awarded for significant scientific or clinical research in the field of radiology, or significant contributions to its literature.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William F. Walsh, *Vice President for Resource Development and Public Affairs*

Martin S. Bandet, *Director of News and Public Affairs*

Kenneth J. Bigham, *Ed*

MGH HOTLINE

16 May 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Team effort restores patient after near fatal accident

In the New York Times best-seller Who Needs God, Rabbi Harold Kushner, author of When Bad Things Happen to Good People, writes "I think of your synagogue the way I think of Massachusetts General Hospital. I'm glad my life is stable enough that I don't need it often, but when I need it, I'm glad there is a good one around."

After being dragged under a vehicle for nearly two blocks, Dr. Kieko Udaka, a Massachusetts Institute of Technology (MIT) research immunologist, was glad the Massachusetts General Hospital was around. Dr. Udaka was riding her bicycle back to the laboratory at 3:30 am on Saturday, March 30. She and her colleagues had been working feverishly on a project that was near completion, and she had returned to her apartment in Cambridge to take a short nap before resuming her work.

As she peddled down Main Street on her way back to the lab, a driver ran over her from behind. She and her bicycle were trapped underneath the car and dragged along the pavement. The driver then stopped, backed over Dr. Udaka and fled the scene. Witnesses to the accident thought the man had lost his muffler because of sparks flying up from beneath the car. The sparks were the scrape of Dr. Udaka's bicycle against the pavement.

Dr. Udaka broke her lower back, an injury that could have paralyzed her from the waist down. She suffered third and fourth degree road burns to her back. Her right ear was mangled, ribs were broken, and she suffered a blood clot on her liver and bleeding in her chest cavity.

But despite injuries that could have killed or paralyzed her, she walked out of the MGH just one month after the accident, whole, healthy, and smiling. Dr. Udaka's recovery was due largely to her indomitable will and also to the team of health care providers who cared for her from the scene of the accident to the operating room table and beyond.

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Dr. Kieko Udaka was nearly killed by a hit-and-run driver. But after delicate neurosurgery and implantation of a new device designed to help mend a broken back, Dr. Udaka left the MGH just one month after she was admitted. Here she explains the accident and her miraculous recovery to reporters. To Dr. Udaka's left are her primary nurse Joanie O'Donnell, RN, and Mary Poyner, RN, Head Nurse on White 12.

A life-saving gift

On her birthday, head nurse Susan Grainger decided to give rather than receive. Ms. Grainger's birthday happens to be in April, the same month as Organ Donor Awareness Week. In honor of both occasions, she signed an organ donor card she obtained from the Registry of Motor Vehicles when she went to renew her license. Mandy Bass, RN, Transplant Clinical Nurse Specialist, and Dr. Francis Delmonico, Director of the Renal Transplant Program at the MGH, acted as witnesses. "Transplantation is an effective treatment modality," said Ms. Grainger. "It really can save lives. I signed a card because it is an ethical decision which I support. Many times families who make the decision to donate see it as something very positive and hopeful out of something that is very sad."

In recognition of Organ Donor Awareness Week, the MGH Transplant Unit set up an educational booth in the WACC Lobby. The booth was staffed by health care professionals involved in transplantation medicine, patients who had received organ transplants, and patients awaiting organs.

The MGH has completed more than 1,000 kidney transplants. MGH surgeons also transplant hearts, livers, lungs, bones and pancreases. Organ donor cards can be obtained at the Registry of Motor Vehicles.

When Susan Grainger, RN, Head Nurse on the Transplant Unit, went to the Registry of Motor Vehicles to renew her license, she picked up an organ donor card. Recognizing that transplantation can save lives, Ms. Grainger signed the card and became a potential organ donor. Mandy Bass, RN, (left), and Dr. Francis Delmonico acted as witnesses.

MGHers run Boston's 95th 26-mile race

It wasn't Heartbreak Hill, but the weather that challenged MGHers running the 1991 Boston Marathon. It was a chilly morning on April 15 when the starter's gun rang from the Hopkinton Green. Running with women's winner, Wanda Panfil of Poland (2:24:18), and the the men's best, Ibrahim Hussein of Kenya (2:11:06), were several MGH employees and patients.

For Celeste Kotlarz, an MGH administrative fellow, Boston's 95th marathon was her first. She finished in four hours, 15 minutes, and two seconds. "I'll never forget that time as long as I live," said Ms. Kotlarz.

For this MGHer, the highlight of the marathon was the spectators. "I have never seen more support from a community," said the Chicago native. "It was pouring rain and at the 17th mile everyone was still out there. Little kids were giving the runners "high fives" as they crossed the finish line. When you "high five" a four-year-old, it just gives you a warm feeling."

Ms. Kotlarz trained for the marathon for three months. Several days before the race she loaded up on carbohydrates and drank two gallons of water each day.

1991 marked Dr. Scott Rivkees' fifth marathon. The MGH pediatrician bested his 1990 time by a full 15 minutes. He said the weather was a real factor. By the time he reached the 12th mile, it became pretty cold. He borrowed a sweatshirt from a spectator but took it off at the finish so that he could sport his MGH tank top. Dr. Rivkees trained by doing 12-mile runs several weeks before the race. He finished the race with a time of 3:35.

For the three Cardiovascular Health Center (CHC) patients who ran the marathon, the cool weather was a boon. The patients, Param Singh, Bill McCabe, and Nelson LeClair have all run the race before. Christie Kuo, RN, CHC nurse, said that the cool rainy weather was

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MGHers bring expertise to the Marathon

Nearly 10,000 entrants finished the Boston Marathon and 100 times that many family members, friends, and well wishers were there to support them. A crucial part of that support were the women and men who staffed the 24 medical tents along the course and at the finish line.

Seven MGH nurses and one MGH physician were among the 500 or so nurses, podiatrists, athletic trainers, physical therapists, doctors, and others who helped ensure that those who conquered the 26 mile, 385 yard stretch did so safely.

Most of the injuries involved hypothermia (lowered body temperature), dehydration, and muscle and foot injuries. The medical tent, situated 130 yards from the finish line, was divided into stations including a podiatry unit and a special wheelchair athlete unit attended by specialists in rehabilitation medicine. Health professionals assessed racers as they came into the tent and then directed them to the appropriate area.

The MGHers who volunteered were nurses Margaret Caulfield, Michelle McDonald, Catherine O'Malley, Amy Levine-Sklar, Mary Salans, Janet Dauphinee, and Mary Fahey, as well as Dr. Francis Delmonico, an MGH transplant surgeon. Dr. Delmonico has worked the medical tent for the last three years. He ran the race himself five times from 1984 - 1988.

"We did a quick assessment at the front of the tent," said Ms. McDonald. "The injuries were usually obvious. Some runners came in with sneakers covered with blood. Some of the runners were disoriented, and you knew that they probably were dehydrated and needed IV (intravenous) fluids. The ones that said they felt like vomiting we also sent for IV fluids."

"I have always wanted to do this," said Mary Fahey, Clinical Nurse Specialist in Pediatric Nursing. "I just wanted to show my support for all those people. Maybe I was running vicariously through them."

Ms. Fahey said she was most impressed by the older runners. "I was surprised at the older people who were running and those who finished. It just seems like such an incredible thing to do for somebody that age."

She didn't get to talk to Johnnie Kelley, the elder; the famed Boston native who at 83 years old ran his 60th marathon and bested his 1990 time by 37 minutes. Mr. Kelley came into the tent for treatment of a scraped knee. "I didn't get to really see Kelley," said Ms. Fahey. "He was surrounded by all of his fans. And besides, he didn't seem to need very much help."

Marathon

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perfect for preventing dehydration. The patients trained by running 25-30 miles a week from January through March. The last month before the race, they each ran about 50 miles a week. Ms. Kuo race-walked the marathon, and MGH physical therapist Kathleen Fynan ran the last 12 miles of the race with the patients. Also among those running the race was Jane Kelly of Occupational Therapy with a time of 3:40.

IHP picks Dr. Susan Reverby as commencement speaker

Susan Reverby, Ph.D., Visiting Scholar at the Institute for Health Professions (IHP) and Director of the Women's Studies Program at Wellesley College, will be the commencement speaker at the Institute's graduation ceremony June 21. Dr. Reverby has written extensively on nursing, women's studies, and the U.S. health care system. Her books include Ordered To Care: The Dilemma of American Nursing, Health Care in America: Essays in Social History, and America's Working Women: A Documentary History. Dr. Reverby was a Radcliffe College Bunting Institute Fellow in 1987-88, and received in 1987 the Lavinia Dock Award for Historical Scholarship and Research in Nursing from the American Association for the History of Nursing. She received her Ph.D. in American Studies from Boston University in 1982.

MGH tennis team aces Shriners

All's fair in "Luv" and war. In this case it was a friendly war between the MGH and the Shriners when the hospitals' tennis teams matched up for their annual spring tournament. The MGH tennis league defeated Shriners with a score of 11-9. The MGH league has been playing at the Charles River Park Tennis Club for 13 years now. The league boasts 40 players at all levels. An end-of-the-season round robin match with Shriners is scheduled for Friday May 17. The MGH league is coordinated by Phillip Dee and Rosalie Christiana. For information about the league, which operates from September through May, call Mr. Dee at 6-6136.

Here the players pose for a post-match picture. Standing from left are Scott Sokol, Tim Fagerson, Johnathan Tamir, Sina Zaim, Al DiPitro, Charlie Janosky, Dr. Robert Hughes, and team co-captain Phillip Dee. Kneeling are Graeme Fisher, Cheryl Dudas, Vivian Johnson, Al Daniels, co-captain Rosalie Christiana, and Bob Holt. Not pictured are Norma Whitman-Kelley, and Joanne Garuti.

In General

MGH physicist **Thomas F. Deutsch**, Ph.D, is the recipient of the 1991 R.W. Wood Prize of the Optical Society of America. The Wood Prize is presented annually to recognize an outstanding discovery, scientific or technological achievement, or invention in the field of optics. Dr. Deutsch, who is also Associate Professor in Dermatology at Harvard Medical School, shares the award with Dr. Daniel J. Ehrlich of MIT's Lincoln Laboratory and Dr. Richard M. Osgood of Columbia. The award cites their invention of laser photochemical deposition (a technique for using lasers to make chips for microelectronics) and the application of laser induced photochemical reactions to materials processing. The award will be presented at the Society's annual meeting in November.

Edward W. Webster, Ph.D., Chief of the Radiological Sciences and Technology Divsion of the MGH Department of Radiology, has been designated the 1991 recipient of the Gold Medal of the American College of Radiology for distinguished service to the College and the profession. Dr. Webster is also Professor of Radiology (Physics) at Harvard Medical School. The medal will be awarded during the College's convocation in October.

Gretchen Ashton has been appointed Commuter Services Representative. Ms. Ashton will develop, market, implement, and maintain commuter services and commuter mobility programs for the MGH. Ms. Ashton came to the MGH from the City of Boston's Transportation Department where she served as senior staff consultant to the Commissioner.

Dr. Thomas Anderson, a former resident in Pathology at the MGH, is the recipient of the Gold Key Award of the American Congress of Rehabilitation Medicine (ACRM). The Gold Key Award is one of the most coveted honors in rehabilitation medicine and is bestowed annually to those who have provided extraordinary service to the field.

Dr. Harald Jueppner of the Endocrine Unit was awarded a three-year American Cancer Society Junior Faculty Research Award for $90,500 for his studies on how amino acids and protein molecules in the body's tissues reduce the consequences of having too much calcium in the blood stream.

Dr. Robin Avery, who carries out her research in the Infectious Disease Unit of the MGH, is the recipient of a three-year American Cancer Society Research Fellowship for $69,000. Working in Dr. Mark Pasternack's laboratory, Dr. Avery is investigating how cells of the immune system kill their targets and protect themselves from dying. These cells, which act as a defense mechanism against cancer and infection, can be used to develop

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ID badge campaign a success

The badge replacement campaign recently hosted by the hospital was a huge success. As part of the **Make Your Workplace a Great Place** effort, the campaign was designed to ensure that all MGH employees have an MGH identification badge. For a full week, booths were set up on the Main campus, at the health centers, MGH East, and the Somerville Warehouse. MGH employees could make one stop and get a new badge to replace one that had been lost or damaged. More than 2,100 employees took advantage of the opportunity. Though it was not advertised at the time, employees were not charged for replacement badges.

The **Make Your Workplace a Great Place** campaign will continue. Future elements of the campaign will include a spring cleaning day and information on personnel safety for employees, patients, and visitors. Wearing an identification badge is central to this effort. To improve safety at the MGH, part of the campaign will address ways to approach someone in a patient care area who is neither visiting a patient nor wearing an identification badge.

MGHers from Personnel Records, Employment, and Police and Security staffed booths where MGH employees could get replacement identification badges. Here Margarette Joseph and John Kouris make a new employee badge.

She left them in stitches

Loretta LaRoche, a nationally know motivational expert, proved that many times laughter is the best medicine. She conducted a stress management workshop for MGH office support staff last month. The workshop, sponsored by Training and Development, was in recognition of National Secretaries' Week. Ms. LaRoche played to a full house. The workshop ended with a standing ovation, whistles, foot stomping, and lots of laughs.

What's happening

Paaak the Caaar and commute

MGH's Parking and Commuter Services Department will participate in the 1991 National Transportation Week (May 13-17) by hosting a World Class Commute Day. On Friday, May 17 from 11:00 a.m. to 2:00 p.m, MGH employees can visit booths under the Bulfinch tent where they will find information about commuter programs and services, the MGH shuttle service, the Central Artery Project, bicycle and car safety, and other issues.

Employees can sign up for RideSource, the hospital's new computerized ride-matching service. RideSource uses an employee's zip code to find transportation options such as car pools, buses and trains in a given area. Employees who sign up for RideSource will be eligible for one of many drawings for prizes such as $25 gift certificates to the MGH Flower Shop and the General Store, and June MBTA passes.

Plan to join in the festivities with "Buckle Bear," balloons, popcorn, entertainment, and an opportunity to learn about new ways to commute to the MGH. For more information contact Parking and Commuter Services at 6-2390.

Immigration News

Attorney Carolyn Fuchs will discuss the Immigration Act of 1990 and its impact on approval for nonimmigrant visas and green cards. This informal talk will be held on Thursday, May 23, from 10:00 a.m. - 11:30 a.m. in the Walcott Room and is open to anyone interested in immigration and issues related to bringing people from other countries to work at the MGH. The new immigration act will go into effect in October. For more information, please call Bridget McDonagh at 6-2106.

Hospital AA group

The hospital is offering Alcoholics Anonymous meetings for members of the MGH community. For details call 6-6938.

MGH offers free support group for cancer patients Young Adults: Living with Cancer

The MGH is offering a new cancer support group entitled, "Young Adults: Living with Cancer." The group can help participants improve communication skills, deal with feelings, share coping mechanisms and resources, and get on with living. The group meets eight consecutive Wednesday afternoons from 4:30 - 6:00 p.m. and is open to cancer patients and their significant others. For more information or to register call Pamela Narrett, LICSW, at 6-8674, or Katie Dobbin, LICSW, at 6-5839.

Padihershef, the MGH's much sought after mummy, is on the road again. Here moving professionals load Padi into a hearse for his trip to the George Walter Vincent Smith Museum of Fine Arts in Springfield, MA.

Spring into Fitness with the MGH/Timilty Health Fair

The Timilty Middle School will hold its annual MGH/Timilty Health Fair Thursday, May 16, from 8:00 a.m. - 2:45 p.m. at the school's gymnasium at 205 Roxbury St., Roxbury, MA.

The fair will cover nutrition, appearance, hygiene, physical and mental health, exercise, safety, and injury prevention. MGH dietitians will provide nutrition information and personalized nutritional analysis for students. In addition, other MGH staff members will provide information on such topics as skin care, dental hygiene, meditation, drugs, and posture. MGH health care providers also will conduct vital signs screenings. The MGH for two years has been involved in an education partnership with the Timilty Middle School that has included an explorers program in which students spend a day with an MGH professional; a Science Fair mentor program in which MGHers help Timilty students design projects for the fair; a speakers bureau; and a health and fitness program. These activities and others are designed to give Timilty students hands-on experience in the health care setting.

Approval for category I credits

For an in-house conference to be eligible for Category I credit for physician licensure, the conference first must be approved by Harvard's Continuing Education Department. An application form for Category I credit for conferences held after

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Dr. Udaka

from page 1

Dr. Udaka needed surgery, but that had to wait until her medical injuries were stabilized, some of the swelling had decreased, and the risk of infection from her burns had passed. Nurses on White 12 cared for her around the clock. They did a neurological exam every four hours to make sure her spine remained stable. She was kept in a special rotating bed designed to prevent blood clots and pooling of pulmonary secretions. Nurses on the Burn Unit consulted on how to treat the road burns on her back. Joanie O'Donnell, RN, was her primary nurse.

The care she received at the scene, in the Emergency Ward and in the intensive care unit was crucial. Had she not been handled so carefully by Boston emergency medical technicians, she may have lost use of her legs. When she arrived at the hospital, MGH health care providers first stabilized her injuries such as the blood clot on her liver and the internal bleeding. Not until she was stable and out of danger of infection could surgeons begin work on her broken back. Drs. Chris Ogilvy and Lawrence Borges were her neurosurgeons. Dr. Frederick Mansfield and Michael Trice were her orthopedic surgeons. MGH plastic surgeons reconstructed Dr. Udaka's ear.

The injury to Dr. Udaka's spine had compressed her nerve roots and caused weakness in her legs. Neurosurgeons using microscopes drilled away the tiny bone fragments that were putting pressure on her spinal nerve roots. They further relieved the pressure by decompressing the fracture (pushing the bones forward). This was the most delicate part of the surgery as the slightest miscalculation could have caused additional injury. In fact, surgeons woke Dr. Udaka briefly (one to two minutes) during the surgery. "While she was still intubated and still under anesthesia," said Dr. Ogilvy, "we had to wake her to make sure she could use her feet—just to make sure our manipulations didn't influence her strength."

Orthopedic surgeons then implanted a device called an internal fixator that fused the bones together. Traditionally in an injury such as this, a so-called Harrington rod would be used to fuse several vertebrae above and below the injury. The device is very efficient but results in a loss of mobility in the back. The internal fixator, an experimental device used only in about 10-12 hospitals in the country, fuses the vertebrae one level above and below the injury. "With this device," said Dr. Ogilvy, "only three levels are immobilized as opposed to six or seven. She will have more back mobility, and she can lead a more normal life with less restriction of her back motion."

Dr. Udaka was discharged from the MGH just two weeks ago. She will receive rehabilitation at the MIT infirmary and should be out of her body brace in six to eight weeks. Then said Dr. Ogilvy, she can resume her research, and her many sports activities such as swimming, jogging, biking, and playing tennis.

Dr. Udaka was wearing a helmet that was crushed during the accident. Had she not worn a helmet, pointed out Ms. O'Donnell, the accident would likely have caused irreparable head injury.

"I think that her road to recovery," said Mary Poyner, RN, Head Nurse on White 12, "was very much affected by the great interdisciplinary team work with nurses, physicians, social workers, and physical therapists all contributing to her care."

Dr. Udaka had quite a bit to do with her recovery as well. Despite the accident and a painful recovery, she is rarely without a smile. And why be otherwise?. As Dr. Udaka explained, "I feel wonderful, because I can walk again."

Dr. Udaka takes a walk down an MGH corridor with primary nurse Joanie O'Donnell. MGH orthopedic surgeons used an "internal fixator" to fuse together the bones in her back. The experimental device will allow greater mobility.

In general

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therapies for cancer patients.

Dr. Dinesh Patel, Chief of Arthroscopic Surgery at the MGH, has succeeded **Dr. Andrew Bodnar** as Chairman of the Massachusetts Board of Registration in Medicine. An internationally recognized expert in arthroscopic surgery who has lectured extensively in the United States, Europe, South American and India, Dr. Patel is a 1962 graduate of Gujarat University, Ahmedabad, India. Dr. Patel is also an assistant clinical professor at Harvard Medical School.

Dr. Bodnar, JD, MD, is Senior Vice President for Strategic Management for Bristol-Myers Squibb. He retains his MGH title of associate physician. Dr. Bodnar was Chairman of the Massachusetts Board of Registration in Medicine for three years.

MGH molecular biologist **Dr. Edward Harlow** is the 1991 recipient of the Bristol-Myers Squibb Award for Outstanding Basic Research. Dr. Harlow, a researcher in the MGH Cancer Center, received the award for his studies on the molecular aspect of cancer and specifically for his pioneering work in the area of tumor suppressor genes. The award carries a $50,000 honorarium.

What's happening

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July 1 must be submitted to Harvard by June 14. If you are also seeking risk management credit for the conference, send a copy of the completed application to Maryanne Spicer, White I. Contact Bridget McDonagh at 6-2106 with questions.

Ski club will hike same mountains it skied

The MGH Ski Club is gearing up for spring with rafting and hiking trips. Members will hike Tuckerman's ravine on Mt. Washington in New Hampshire on May 19. Also, the group plans a rafting trip in Montreal from June 29-30. For more information about Ski Club activities write Lyman Garniss, c/o Computer Services, CNY 10.

Volunteers needed to work with AIDS patients

The AIDS Action Committee (AAC) is seeking volunteers for a new program designed to provide relief for the primary caregiver of a person with AIDS. Volunteers should be experienced and/or comfortable being around very ill people and committed to providing care to people from diverse cultural backgrounds and lifestyles. For more information contact Laura Derman at 437-6200, ext. 233.

Parents! Researchers need your help

Parents! Neurolinguistic researchers are looking for children between the ages of six months and five years to participate in a study exploring early language development and dyslexia. The researchers need both children of dyslexics and, for comparison, children of parents who do not have dyslexia. They will videotape your child at home. Sessions involve free play and games with puppets. If you are interested, call Debra or Laura at 6-7706.

Safety Office offers fire safety training

The MGH Safety Office is offering twice-monthly training seminars on fire safety. Seminar leaders will demonstrate hospital and fire safety procedures and review policy. Seminars will be held in the Wellman Conference Room on the first Wednesday of each month from 1:00 - 2:00 pm and on the third Monday of every month from 3:00 - 4:00 pm. Seminars will be held throughout the year.

MGH celebrates Cardiovascular Health Week

The MGH celebrated Cardiovascular Health Week with a rehabilitation walk for patients at Harvard's indoor track. Patients from the MGH, Beth Israel, St. Elizabeth's and the Deaconess hospitals participated in the walk. The event included a group exercise session and a supervised walk around the track. In addition, Kathy McKool, MGH Cardiovascular Health Center nurse, attended a ceremony at the State House where Governor Weld signed the proclamation recognizing the week.

Here walkers warm up before the event.

"For your good health" MGH celebrates National Medical Laboratory Week

The MGH recognized National Medical Laboratory Week in April with a booth in the WACC lobby highlighting the MGH Clinical Laboratories. A pictorial of the laboratories was on display along the corridor across from the Gift Shop. In addition, posters in the lobbies and buttons on employee lapels announced this week and identified those who work "For Your Good Health" at the MGH.

The purpose of the week was to inform the public of the vital role laboratory professionals play in health care. There are approximately 250,000 certified laboratory personnel in the United States including pathologists, medical technologists, and laboratory assistants working at more than 12,000 medical laboratories.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

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MGH HOTLINE

6 June 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Town Meeting highlights employee concerns

Job security and benefits were at the top of the list of concerns employees brought to last month's town meeting. As in the past, Dr. J. Robert Buchanan, MGH General Director, answered questions left in boxes throughout the hospital and at MGH East.

In light of the national recession and the especially deep Massachusetts slump, employees were concerned about the possibility of layoffs. However, the General Director pointed out that the rumors of layoffs are unfounded.

"Rumors are always more accessible than fact," he said, "but I want to impress upon you that we do not have a layoff of a 1,000 people planned for July 1. Considering the economic environment in which we are all living, if there ever were a time in which your administration was impressed with the importance of people retaining their jobs, it is now." The General Director noted that if the hospital has to make cuts in staffing, it will do so through attrition—by not replacing employees who retire or leave voluntarily.

Compared to many other institutions suffering through the recession, the MGH is doing well. By the end of March, the hospital was only 98 admissions below what was expected this year, making it likely that by the end of the fiscal year we will have exceeded our goal. The hospital set an admissions goal for fiscal year 1991 of 35,818 admissions, which represents an increase of 2.3 percent over last year's total.

However, this is not a time for complacency. At the current level of admissions, revenue forecasts for next year are about 3% below what the MGH budgeted in expenses. To close the gap, we have to increase admissions by about 1,000 next year. "I know that sounds like a heavy burden," Dr. Buchanan said. "But given the way the payment scheme in this state is structured, you either grow or you die."

One question raised the issue of merit based pay. To increase productivity, improve morale, and respond to employee concerns, the hospital is seriously considering going to a merit based pay system for some jobs. However, the administration must first find a way to fairly determine merit. "I am not satisfied that we have developed an objective measure of individual performance. We would like to get to the point where we can honestly

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Last month Dr. J. Robert Buchanan, MGH General Director, held town meetings at the main campus and MGH East. In addition to dispelling rumors of layoffs, Dr. Buchanan answered employees' questions.

Lung transplant patients take strides for health and CF research

Before her lung transplant four months ago, Janet Reardon couldn't walk from her bedroom to her kitchen. Because of severe emphysema, she was attached 24 hours a day to an oxygen machine and could barely walk several yards without gasping for breath. But last month Ms. Reardon joined three other lung transplant patients and three patients awaiting organs on the 10K (6.2 mile) Cystic Fibrosis Great Strides Walk to raise money for CF research and treatment.

Two patients who have received lung transplants at the MGH and two patients who received transplants at Toronto General Hospital (where an MGH-trained surgeon pioneered the procedure) but have

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MGH patients and health care providers put on their walking shoes last month to raise funds for cystic fibrosis research. Two of the patients who participated in the Cystic Fibrosis Great Strides Walk (a 6.2 mile trek) had lung transplants at the MGH just months before the walk. From left are lung transplant patients Pat Pellegrino and Doris Matthews; Barbara Wilkins (awaiting a transplant); Donna Wilson, Coordinator of the Lung Transplant Program; Anne Stommes (awaiting a transplant); cardiopulmonary physical therapist Stella Prevost; and transplant patient Janet Reardon. The backs of the walkers' T-shirts read, "New Lungs/New Life Club."

MGHers help Timilty students "Spring into Fitness" (page 3)

Here MGH officer John Maclaszczyk explains to a Timilty student how to assist a person who is choking. See story on page 3.

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Deborah Mayer pioneers nursing role on presidential panel

Deborah Mayer has made nursing history. She is the first nurse to be appointed to a scientific seat of the National Cancer Advisory Board (NCAB). The President appointed Ms. Mayer to the position last month. Her term will extend until 1996.

Ms. Mayer, RN, MSN, OCN, is a lecturer in Nursing at the MGH Institute of Health Professions (IHP). Until her IHP appointment, she was a clinical nurse specialist at the MGH and clinical coordinator for trials involving tumor vaccines in surgical oncology.

The National Cancer Advisory Board was created by the National Cancer Act of 1971 to advise the Director of the National Cancer Institute (NCI) and other officials of the U.S. Department of Health and Human Services about the Institute's programs and policies. The Board also must approve all grants awarded by the Institute in amounts over $50,000 per year.

"This appointment is significant in two ways," said Elizabeth Grady, Ph.D., Director of the Graduate Program in Nursing at the IHP. "It is significant to nursing as a profession. It represents nursing's evolving role in health care policy-making bodies in this country. The fact that Debbie was chosen is significant because she has a history of successful collaborative efforts with physicians. Her knowledge of basic science and medical treatment coupled with that history enhances her ability to offer Nursing's perspective to the Board. She will be able to provide the kind of information our country needs to move our cancer agenda forward."

Ms. Mayer has been involved in the field of oncology since 1975. In addition to her MGH appointments, she has held a number of key nursing positions at the Temple University Health Science Center where she worked until 1981. As head nurse at the Frederick Memorial Hospital in Frederick, Maryland from 1981-1983, Ms. Mayer established the National Cancer Institute's first biological clinical trials research unit. She has coordinated and conducted a variety of investigational clinical trials, including a variety of chemotherapy and biological studies for the Southeastern Cancer Study Group.

Ms. Mayer served as President of the Oncology Nursing Society (ONS) from 1987-89 and has been active in the 18,500-member society for a number of years. From 1982 through 1986, she served as ONS Treasurer and Chairperson of the Finance Committee. She has served on numerous ONS National Committees and was Cofounder and first President of the Delaware Valley ONS Local Chapter. She is currently

Deborah Mayer, RN, MSN, OCN

a Trustee and Treasurer of the Oncology Nursing Foundation.

Ms. Mayer received a master of science in nursing from Yale University School of Nursing in 1985, a bachelor of science in nursing from the University of the State of New York at Albany and a nursing diploma from the Pennsylvania Hospital School of Nursing. She is currently a doctoral student in health policy at the Heller School at Brandeis University.

Ms. Mayer has worked as an oncology nurse at the MGH and a faculty member of the IHP since 1985. She has published more than 60 chapters, articles and abstracts in the field of oncology and oncology nursing. She also is associate editor of *Seminars in Oncology Nursing*. She is a member of the American Nurse's Association, the American Society of Clinical Oncology, the Pennsylvania Hospital Alumnae Association, Sigma Theta Tau and the Society for Biological Therapy.

"We are delighted to have her recognized in this way," said Yvonne Munn, MGH Director of Nursing. "The fact that she is the first nurse ever appointed to a scientific seat of the NCAB is a credit to Deborah and to the nursing profession. She is a very skilled professional and very knowledgeable about the field."

The NCAB is comprised of 18 members appointed by the President and 11 ex-officio members from federal agencies responsible for health and environmental issues. Of the presidentially appointed members, some are representatives of the general public who have distinguished themselves in health-related activities. Others are leading representatives of the health and scientific disciplines relevant to

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Dr. Donoff named dean of Harvard School of Dental Medicine

Dr. R. Bruce Donoff, Chief of Oral and Maxillofacial Surgery at the MGH since 1983, has been named the tenth dean of the Harvard School of Dental Medicine (HSDM). A graduate of both HSDM and the Harvard Medical School, Dr. Donoff is professor and chairman of the Department of Oral and Maxillofacial Surgery (OMS) at the Dental School. His appointment as dean is effective July 1.

As a surgeon, Dr. Donoff has pioneered advanced facial reconstructive techniques. As a researcher, he has made many notable contributions through his studies of wound healing, nerve regeneration and repair, jaw repair, and through his identification of biological markers of oral cancer. A longstanding faculty member at the dental school, Dr. Donoff has been influential in shaping the school's educational programs.

"Dr. Donoff will lead the School of Dental Medicine boldly into the future," said Dr. Daniel Tosteson, Dean of the Faculty of Medicine at Harvard, upon recommending the appointment after a nationwide search. "He is a distinguished member of our faculty and very well qualified by experience and temperament to work with his colleagues to develop and carry out a plan for renewal of dental medicine at Harvard. He will adapt the programs of education, research, and clinical care at the school to meet the changing patterns of dental disease."

A native of New York City, Dr. Donoff received the DMD degree from HSDM in 1967. He was a resident in Oral and Maxillofacial and General Surgery at MGH from 1967 to 1974 and in 1971 he served as clinical assistant in oral surgery with Professor Jeffrey Howe at the Royal Dental Hospital in London, England.

In addition to his MGH posts, Dr. Donoff holds appointments at

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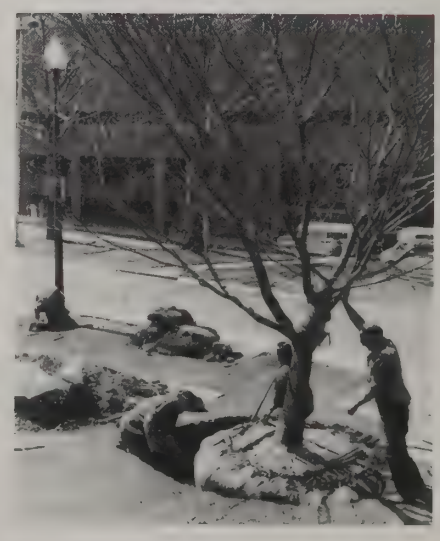
Dr. R. Bruce Donoff

21 tons of paper and one recycling tree



Since 1989 MGHers have recycled more than 21 tons of paper. The MGH was able to use funds garnered from that effort to purchase a recycling tree for the Bulfinch lawn. Left: MGH administrator Jeff Davis waters the new tree, a Japanese Zelcova. To his right are Gretchen Paradis, Dr. Bernard Hoop, Mary Riffe, Director of Materials Management, and Dr. J. Robert Buchanan, MGH General Director. Last month the General Director officially dedicated the tree. Right: workers plant the recycling tree. The Zelcova seems to like its new home and is now covered in lush green leaves.

MGHers help Timilty students *spring* into fitness

The walls of the Timilty gymnasium seemed to pulse with the energy and enthusiasm of hundreds of middle school students who took part in the annual MGH/Timilty health fair last month. The atmosphere was festive, and the kids had fun learning how to better care for themselves and others.

MGHers from many departments staffed interactive educational displays on a variety of subjects. MGH psychiatrists discussed stress and ways to manage it. MGH security officers talked about personal safety and street smarts. Members of Infection Control stressed the importance of good personal hygiene and showed students cultures of bacteria that grow on the human face. MGH nutritionists provided students with information on healthy eating. And MGH health care providers took blood pressures, measured pulses and respiratory rates, showed students how their lungs work, and conducted exercise stress tests. The students also learned some self defense techniques first hand.

The MGH has had a cooperative relationship with the Timilty Middle School for two years. The hospital has provided mentors who help students work on projects for the Timilty science fair. The MGH/Timilty Explorers Program brings Timilty students to the MGH for a full day to learn what hospital professionals do. There also is a speakers bureau and a fitness program. In addition, the MGH provides externships for Timilty teachers.

What's happening

Mammography screening for female employees

The American Cancer Society predicts that one in nine women will be diagnosed with breast cancer this year. To promote early detection and treatment, the MGH is offering a mammography program for female employees over the age of 35. Visit the WACC Lobby on Wednesday, June 26, and Thursday, June 27, from 10:00 a.m. to 3:00 p.m., for information.

The Cancer Society recommends that women between the ages of 35 and 40 who have never had a mammogram have their first one. The Society also recommends that women between 40 and 50 years old should have a mammogram every one to two years and that women over 50 years old have the procedure yearly.

All women should examine their breasts each month and have an examination by a physician every year.

Urology Service Update

The facilities of the Urology Service have undergone major renovations in the past six months. The administrative offices on Bigelow 11 will be ready for occupancy June 18, and the ambulatory care group practice will move back into its area in Suite 528 of the WACC on June 27.

The service has been restructured so that all outpatient care will take place in the WACC. Effective July 1, all patient appointments and inquiries (with the exception of Dr. Niall Heney's patients) will be made by calling ext. 6-4530 or 6-4531. These include patients for the Urdynamics Laboratory and the new Erectile Dysfunction Laboratory. Billing inquiries should be directed to 6-4139. For phone numbers for the administrative offices of Urology physicians and staff refer to the MGH telephone directory.

On Tuesday, June 28, from 3:00 to 5:00 p.m., the service will host a reception in the Urology Library to mark the opening of the new administrative offices .

In General

Susan Loomis, RN, ANP, has been promoted to Director of the Employee Health Service. Ms. Loomis has been at the MGH for more than 10 years, first as a staff nurse, and most recently as Worker's Compensation Coordinator. Ms. Loomis holds an MSN from Simmons College and is a graduate of their Occupational Health Nurse Practitioner Program. In her new role Ms. Loomis will be responsible for the development, coordination, and implementation of the hospital's occupational health program.

In addition, **Dr. Elisha Atkins** has assumed the role of Medical Director of the Employee Health Service. Dr. Atkins has been at the hospital for many years, both as a member of the Occupational Medicine Clinic and the Adult Medicine Unit of the Chelsea Health Center. Dr. Atkins is a recognized expert in the treatment of occupational diseases, a competency that will be critical as the MGH further refines its occupational health program. Dr. Atkins is a graduate of the University of Connecticut School of Medicine and holds a master's degree in Occupational Medicine from the Harvard School of Public Health.

The American Cancer Society has awarded **Dr. Anil Rustgi**, a researcher in the Laboratory of Molecular Genetics at the MGH Cancer Center and a member of the MGH Gatrointestinal Unit, a one-year Physician's Research Training Fellowship. One of only seven

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MGH HOTLINE

Town Meeting

from page 1

pay for performance based on some agreed-upon standards on which we would all be judged."

Dr. Buchanan also addressed questions about dental insurance and the Earned Time policy. The MGH does not offer dental insurance because the plans are either too expensive or too limited in coverage. The General Director again clarified that the Earned Time policy was structured to increase scheduling flexibility for employees, decrease absenteeism, and control costs of the program.

The General Director also answered a question about the pay scale for secretaries. A survey, done in January 1991 by the Council of Boston Teaching Hospitals, found that the MGH salary range for secretaries is competitive. The survey covered 19 institutions including the MGH, Brigham and Women's, Beth Israel, Children's Hospital, John Hancock Insurance Co., MIT, MEEI, and Boston City Hospital. The average pay range for the 19 organizations was from $9.34- $14.29 per hour. The MGH range is $9.51 - $14.54 per hour.

A request for a separate dining room for physicians brought observations about the renovation of the main cafeteria. Because of the construction, the hospital does not have enough seats for cafeteria patrons and needs the additional space in what used to be the physicians' dining room. When the cafeteria is renovated it will include several private dining rooms that can be reserved and used as conference rooms. "If groups want to reserve them they can," he said, "but I don't think the administration wants to get in the position of favoring one group over another."

Demolition of the Baker Building, the incinerator, the Charles Street Jail, and the smell of garbage coming from the trash tunnel were also part of the potpourri of questions raised at the meeting. The Baker Building will be down by early 1992. Currently crews are disconnecting the many pipes, cables, and electrical utilities that connect it to adjoining buildings.

The incinerator construction is complete, and this may solve the problem of the smell in the tunnel. Because of construction on the incinerator, the doors between the tunnel and the trash building have been left open more than usual, probably reversing the desired direction of air flow.

The MGH in December bought the Charles Street Jail, which the state should turn over by June 30. The hospital will likely use the space for much needed additional parking and is investigating devices that lift one car from the ground so that another can be parked beneath it.

At the beginning of the town meeting, Dr. Buchanan introduced one of the newest residents of the Bulfinch lawn— the recycling tree. The tree, a Japanese Zelcova, was purchased with proceeds from the MGH recycling program. Hanna Paper Recyling, Inc., pays the hospital $.05 per pound of paper we recycle. Since the program's inception in 1989, the hospital has recycled 21 tons of paper.

An employee asked why the Hotline is not printed on recycled paper. The News Office is reviewing bids for printing the Hotline on recycled paper. However, the bids suggest that printing on recycled paper will be more expensive, though this remains an option.

The General Director encouraged employees to continue to wear their identification badges. When the hospital conducted an identification badge replacement campaign recently, 2,100 people stepped forward to get new badges. "On three instances," said Dr. Buchanan, "the fact that somebody was not wearing a badge allowed us to apprehend people who had no business where they were, and they were up to no good. We do have increasing concerns about personal security and property security throughout the MGH. Wearing a badge is for everybody's protection."

The General Director ended the meeting by thanking employees for their perseverance and reflecting on the MGH mission. "I do have to say in all honesty that I think it has always been a privilege to work here. I think it's even more so right now. There is nothing trivial about what we do. We really are here to try to improve the human condition, and that is I suspect as meaningful a role as any of us could ask to have."

Dr. Donoff

from page 2

five other hospitals and medical centers in the Greater Boston area.

The Harvard School of Dental Medicine, established in 1867, was the first university dental school in the U.S.

In general

from page 3

granted to physicians each year, the award is intended to support Dr. Rustigi's research in understanding mechanisms involved in the growth of two tumors: neuroblastoma, a tumor arising primarily from the adrenal gland, and colon cancer.

Doris Nolan, EdD, RN, and **Barbara Roberge**, RNC, MS presented an abstract, "A Model for Gerontological Nursing Education in Acute Care," at the 43rd Annual Meeting of the Gerontological Society of America.

The American Cancer Society has awarded MGH scientist **Gary Ruvkun**, Ph.D., a five-year Faculty Research Award. Dr. Ruvkun pursues research on the mechanisms that control the behavior of cells during development. Because it is exactly this process that has gone awry in cancerous cells, it is hoped that the basic research of Dr. Ruvkun and his colleagues may one day contribute to a greater understanding—and possibly control—of cancers. Dr. Ruvkun is Associate Molecular Biologist at the MGH and Associate Professor of Genetics at Harvard Medical School.

MGH physician **Dr. James Thomas,** Assistant Professor of Medicine at Harvard Medical School, is the recipient of the 1991 Bayer Fund for Cardiovascular Research Award. The award, one of three given nationally, carries a two-year $70,000 stipend. Dr. Thomas will study fluid dynamics of intracardiac blood flow in patients undergoing cardiac surgery. Greater understanding of how blood flows through the heart will help physicians better diagnose diastolic dysfunction (failure of the heart to properly fill with blood).

Mayer

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activities of the National Cancer Institute.

Every two years, the NCAB reports to the President and the Congress about the National Cancer Institute's progress in meeting its objectives and makes recommendations about policy emphasis and future directions of NCI programs.

Transplant patients

from page 1

been coming to the MGH for monitoring participated in the walk. A patient who is awating a transplant walked four and one half miles, and two patients awaiting transplants volunteered at booths along the route.

Ms. Reardon finished four miles of the 6.2-mile stretch. "I think that two months ago Janet couldn't walk one eighth a mile, but she can now walk four miles," said Stella Prevost, Clinical Specialist in Pulmonary Rehabilitation. "That's tremendous."

Cystic fibrosis (CF) is the most common fatal genetic disease in our country. Though cystic fibrosis affects the digestive system and the lungs, most people who suffer CF eventually die from respiratory complications. In fact, three patients awaiting transplants at the MGH have cystic fibrosis.

Anne Stommes has CF and is awaiting a transplant. She supported the walkers by handing out T-shirts and refreshments at one of the booths on the route. The money they helped raise—more than $6,000—will fund research for CF. The patients also sought to raise awareness about the need for organ donors. "A transplant is like another chance to do the things I used to do," said Ms. Stommes. "They are always making breakthroughs in CF research. And the CF Foundation has funded a lot of research in transplant medicine. So the walk was a great support for all of us."

Doris Matthews walked the entire 6.2 miles, and Mary Brennen walked three miles. Ms. Matthews had her transplant at Toronto General Hospital four years ago, and Ms. Brennen had her surgery in Toronto 16 months ago. Both patients are being monitored at the MGH, which performed its first lung transplant last August. Pat Pellegrino, who had a transplant at the MGH just two months ago, walked one mile. Betty Harrington, who is awaiting a transplant, walked four and one half miles, and Barbara Wilkins, also awaiting a transplant, participated in the walk.

Many of the patients walked with family members. In addition, Ms. Prevost; physical therapists Jacquie Cannan and Sue Murray; MGH anesthesiologist Dr. Roger Wilson; Donna Wilson, Coordinator of the MGH Lung Transplant Program; and Colleen Kigin, Director of Physical Therapy Services, were there to encourage the patients and to keep an eye on patients' physical condition.

Ms. Prevost pointed out that the patients who have had transplants and those awaiting the surgery are all on an exercise program that emphasizes endurance and strengthening. The patients bicycle, walk on a treadmill, and do strengthening exercises for their arms and legs. During the walk, Ms. Prevost and the other MGHers made sure the patients felt well and encouraged them to drink lots of water and to stop and rest if necessary. "These were things we would encourage anybody to do," said Ms. Prevost, "but I think we were really there more for moral support than anything else."

"It was an incredible effort," said Ms. Wilson, "not only to raise money to help those in the group with CF, but also to achieve something that before the transplant these patients would never have been able to do."

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

20 June 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

The new phone number for the department is *724-4100*.

Emergency Department moves to new quarters on Ellison 1

Wednesday, June 19, the MGH Emergency Department moved to its new space on Ellison 1. The new department will utilize the most up-to-date equipment in an area that is more spacious and efficient than the previous space on White 1. The entrance to the Emergency Department will remain the same. Patients will enter from the White Building ramp. A triage nurse will assess the seriousness of injuries. Patients who do not have acute problems will go to the Minor/Multipurpose area which will remain on White 1. Acute patients will proceed to the Emergency Department on Ellison 1.

The new department has 31 beds divided into three sections. The Trauma/Acute Care area has 10 beds. Here patients who have severe cardiac problems or serious injuries or illness will be treated. Department staff will utilize a special room, with sensitive temperature and ventilation control, to treat burn patients or those who have been exposed to dangerous chemicals.

The Major/Multipurpose area includes four single rooms, four isolation rooms, a gynecology procedure room, and a seclusion room for acute psychiatric patients. In addition, the Major/Multipurpose area has seven bays separated by curtains. In this area, health care providers will treat patients with head injuries, kidney stones, asthma, allergic reactions, etc.

The Pediatric section of the Emergency Department has four beds and an "in-process" waiting room for patients either waiting to be discharged or admitted. Here health care providers will treat neonates to patients up to 17 years old who have acute injuries or illness.

Each of the three areas has a nurses' station. Like many of the Ellison Building floor plans, treatment rooms are organized around the nurses station so that health care providers can easily see patients in each room. By Labor Day, registration and patient-tracking systems in the Emergency Department will be computerized. These innovations will make it easier to monitor departmental census, track admissions, and perform a variety of other administrative duties.

But the real news isn't the department's new spacious quarters and state-of-the-art equipment, but the new systems that have been devised to utilize the space to make patient care more efficient. "We were delivering patient care in an outmoded facility," said Dr. Alasdair Conn, Chief of Emergency Services at the MGH. "The new facility will bring us from the 1950s to the 1990s. We can now make the changes that need to be made to have a systems approach to emergency care."

One change in the way things work is how office support staff will interact with health care providers. For instance, support staff will be stationed in the same area as the nursing and physician staff. In the old Emergency Department, the administrative staff was situated up front, while the care providers were in the rear. In addition to providing more clerical support for health care providers, this change should also facilitate communication. "This provides the opportunity to become a team, and that means that efficiency and the quality of care will be markedly enhanced," said Suzanne Burke, RN, Emergency Nursing Service Administrative Resource.

The new facility was designed with the help of the health care providers who will use it. For instance, the Pediatric committee, chaired by nurse Jill Jones, and the Minor/Multipurpose committee, chaired by nurse Ann Morrill, helped change the system for treating pediatric patients. Previously, all pediatrics patients went to one area. Now pediatric patients with less serious problems will go to the Minor/Multipurpose area and the more seriously ill patients to the Pediatrics area. The change will make care more efficient and cut down on waiting time for patients with less serious complaints. Other employee planning committees included the Triage committee, chaired by nurse Anne Paone; the Trauma/Acute Care committee, chaired by nurse Karen O'Neil; and the Major/Multipurpose committee chaired by nurse Mary English.

"It was very important," said Dr. Conn, "to have the people who work here—the physicians, the nurses, the administrative support personnel—be an integral part of the design team. We designed the facility to meet our needs and the needs of the patients we serve."

MGH HOTLINE

27 June 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Fighting the Kuwaiti fires

In an eery twilight Michael Landry stood atop a vehicle in the Burgan oil field in Kuwait and counted 125 well fires torching the desert sands. The fires leaped 100 feet into the air and spewed smoke that at 9,000 feet draped the region in a black cloud. On May 25, Mr. Landry, a heavy equipment operator helping firefighters extinguish Saddam Hussein's mother of all fires, came face to face with well number 391.

The well was surrounded by a 5-acre lake of oil, and it was the heavy equipment operators' job to bulldoze sand into the lake to create enough solid ground for workers to make it across to cap the well. The Iraqis used plastic explosives to ignite about half of the 1,100 oil wells in Kuwait. Some of the wells caught fire, while others became geysers of crude. Well 391 was not on fire and hence one of the more dangerous. The slightest spark can ignite the spewing mixture of oil and natural gas, enveloping anyone near it in a firestorm.

Mr. Landry thinks a wind change caused the superheated crude to blow across his exhaust and cause that spark. The New Hampshire man was just 12 feet away from the well when the crude ignited, and he and his bulldozer were engulfed in flames.

"I knew I was hurt," he said. "I didn't want to breathe any flames so I started to scream just to push air out." Mr. Landry's hands were so badly burned that he couldn't use the gear shifts to change the direction of his bulldozer. It was still moving forward. He dropped out of the vehicle onto his hands and knees. Then he got up and walked out of the inferno. "The guys couldn't believe that I walked out of that flame," said Mr. Landry. "I was very fortunate."

Mr. Landry was indeed fortunate. He had severe burns that were worsened by the 30-mile-per-hour winds that whipped him with the now notorious Middle Eastern sands. Workers near the accident doused his burns with water until help arrived. Medics transferred him to a Kuwait hospital where just hours later a group of doctors and nurses from Johns Hopkins found him and cared for his burns. One of the Johns Hopkins physicians, Dr. William Crawley, had trained at the MGH and knew MGH plastic surgeon and burns specialist Dr. Michael Yaremchuk. Dr. Crawley arranged for Mr. Landry to be transferred to Boston.

The group had been touring medical facilities in Kuwait when they discovered Mr. Landry. The hospitals in Kuwait were stripped during the war. Iraqi soldiers stole medical equipment and supplies. And some hospitals are without a reliable water supply. The visit by the American health care team could not have happened at a better time.

Despite wearing protective gear, Mr. Landry suffered second and third degree burns to his hands and

turn to "Fires in Kuwait" page 4

Michael Landry pens a letter to a friend. Mr. Landry, a heavy equipment operator helping firefighters extinguish oil well fires in Kuwait, was working near a damaged well when a wind change caused spewing crude to blow across the exhaust of his bulldozer and ignite. Mr. Landry's hands are healing rapidly. When he came to the MGH, he could not push the button to turn on his television set. But thanks to surgery and physical therapy, he was writing letters just two weeks later.

Be water tight: it's the General idea

The MGH this month officially kicked off its Water Conservation campaign. The campaign will focus on decreasing water usage at the MGH by educating employees and improving the equipment and systems that account for much of the hospital's water consumption.

Water is a dwindling resource. As regions like California face drought, Massachusetts too faces stress on its water supply. The Massachusetts Water Resources Authority (MWRA) dismissed plans two years ago to divert the Merrimak and Connecticut rivers to create another water supply for Massachusetts. Instead, the MWRA decided to try to increase supply through conservation.

The MGH and other organizations have been working with the MWRA for the past two years to find ways that businesses can save water. In 1988 the hospital won the Quabbin Award for such an effort. The Jackson Cold Room conversion project demonstrated how water could be reused in large refrigeration systems.

As part of the water conservation campaign, the hospital will install automatic handwashing devices in the WACC, Gray, Bulfinch, and Warren building bathrooms. The devices shut off the water supply after a few seconds resulting in decreased water consumption. In addition, the new devices will help employees comply with Universal Precautions (Center for Disease Control guidelines for stopping the spread of infection) since with the new device, employees will no longer

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Inside

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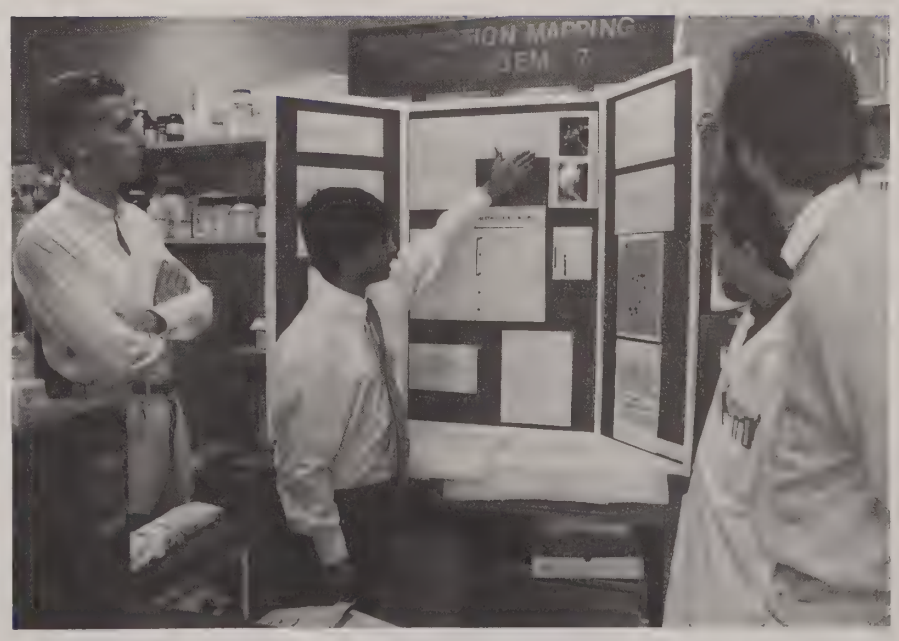
Mapping genes and a career in science



Abeer Chaudhuri, a senior at the Cambridge Rindge and Latin High School, won second place in the State Science Fair for his project on gene mapping. Working with MGH cardiac researcher Dr. Stephen Lanier, Mr. Chaudhuri investigated restriction mapping of p-Gem-7. Restriction mapping is a technique researchers use to investigate the molecular structure of a gene.
The Cambridge student won first place for the project in his high school competition. Here Mr. Chaudhuri discusses his project. From left are Dr. Lanier, Mr. Chaudhuri, Emir Duzic, Ph.D., and Ceserio Bienchi, Ph.D.. Not pictured but also assisting Mr. Chaudhuri with his research were Sean Downing and Isabelle Coupry, Ph.D. Mr. Chaudhuri plans to study science when he enters college in September.

Kudos for MGH volunteers

The Jesse Harding awardees from left are Joan Litchfield and Dory Howard. The two have contributed close to 6,000 hours of service to the MGH over the past ten years.

The MGH last month honored the volunteers who lend their talent and creativity, provide a hand when needed and a smile when nothing less will do. Last year 1,051 MGH volunteers provided more than 100,000 hours of service to the hospital.

Jesse Harding Awards for outstanding volunteers went to Dory Howard and Joan Litchfield. Ms. Howard has volunteered at the MGH for some 10 years providing more than 4,000 hours of service to the hospital. She works in the Emergency Department as the Family Liaison volunteer, at the WACC Information Desk, and in the Gray Family Waiting Area assisting family members on the day of surgery.

Ms. Litchfield will reach her 10-year mark next month. She has already contributed more than 1,850 hours of service to the hospital. Ms. Litchfield began her volunteer career visiting patients, often developing lasting relationships with patients who were here for a long time. For the past several years, Ms. Litchfield has worked in the Emergency Department. In her role as floor assistant, Ms. Litchfield escorts patients, delivers samples to the labs, waits with anxious patients, and often serves as a trainer for new Emergency Department volunteers.

The Trustees Award, an award which recognizes a department's outstanding utilization and support of volunteers, went to MGH Mail Services. Under the direction of Dale Parechanian, MGH Mail Services has employed many volunteers who are physically challenged. "Dale's philosophy seems to be, 'Everyone deserves a second chance,'" said Pat Rowell, director of the Volunteer Department. "This can only happen in an environment where people are open and trusting, take pride in their work, and respect one another."

Sixteen MGH volunteers received picture awards for length of service. They were Susan Aucoin, Judy Battit, Bob Cavicchi, Frances Cavicchi, Debbie Harrington, Cynthia Heydon, Marny Jaastad, Linda Lee, Marjorie Lyman, Nancy Martin, Amybeth Pawlak, Fanny Pistone, Christine Rooney, Margaret Storer, Millie Taschetta, and Cynthia Wilkinson.

Volunteer Recognition Day, held annually in the Wellman Conference Room, was attended by many members of the MGH community. Dr. J. Robert Buchanan, MGH General Director, delivered the keynote address. W. Nicholas Thorndike, Chairman of the Board of Trustees, presented the awards. Ms. Rowell made welcoming remarks, and Cathy Woodman, coordinator of the Day Volunteer Program, acted as Master of Ceremony.

A separate ceremony was held this month to honor evening volunteers. Dr. Michael Jellinek, Director of Child Psychiatry, was guest speaker, and awards were pre-

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Dr. Constable honored by Vietnamese government

DR. JOHN D. CONSTABLE, MGH plastic surgeon, was recently recognized by the Vietnamese government with membership in the Order of Friendship. Dr. Constable is the first European or American to be so honored. He was recognized for his efforts to determine the long-term economic, ecological, and medical impact of the defoliant Agent Orange and to develop the specialty of plastic and reconstructive surgery in Vietnam.

For 24 years Dr. Constable has worked to address health care concerns in Vietnam. He made his first trip there in 1967 to help treat napalm burns. His effort to establish plastic and reconstructive surgery as a specialty in the country is now formally organized through the Indochina Surgical Educational Exchange which recently brought Vietnamese plastic surgeons to the United States. Former MGH residents Drs. Bryant Toth and Michael Moses worked with Dr. Constable to help establish the specialty in Vietnam.

The citation to Dr. Constable was made by Nguyen Huu Tho, vice president of the Republic and formerly president of the provisional government in the south. It reads "for his effective activities in helping Vietnam demonstrate the harmfulness of dioxin for the environment and in the development of plastic surgery in the country." In a separate ceremony, Dr. Constable was awarded honorary membership in the Vietnamese Association of Doctors and Pharmacists.

MGH awards premier minority research grant

The MGH and Merck Sharpe & Dohme Laboratories have awarded two Harvard Medical School students the MGH/Merck Minority Research Fellowship. The fellowship, awarded for the first time this year, is designed to be the premier student research opportunity in the country. It carries a $10,000 stipend and will fund a ten-week summer research experience at the Merck laboratories in New Jersey.

The students, Marissa Howard and Tamara Callahan, both participated in 1990 in the MGH's Summer Research Training Program (SRTP) for minority students. Merck supported the SRTP program with a three-year $75,000 grant.

The MGH/Merck Minority Research Fellowship recognizes annually an SRTP student who has completed outstanding research while working at an MGH lab. Last summer, the SRTP program afforded eight students research opportunities. This summer, 18 students will participate in the program. The MGH/Merck Fellowship will be presented to Ms. Howard and Ms. Callahan at an awards banquet at Merck in July.

Ms. Howard, a graduate of Smith College, will attend Harvard Medical School in the fall. Working with MGH biochemist Dr. Alan Schneyer last summer, Ms. Howard conducted basic research on Follicle Stimulating Hormone (FSH); a hormone that controls follicle growth in the ovaries. Problems with FSH may cause some types of infertility.

At Merck, Ms. Howard will work with Dr. Jack Schmidt to investigate the role of Interleukin-1 in rheumatoid arthritis. Arthritis patients have abnormal secretions of interleukin—a hormone that is an important part of the body's immune system.

Ms. Callahan, a second year medical school student at Harvard, has worked with Drs. Janet Hall and Bill Crowley in the MGH Reproductive Endocrine Unit investigating the economic and social impact of multiple gestation due to invitro fertilization.

Working with Merck researcher Dr. Georgiana Harris, Ms. Callahan will examine the role of an enzyme (5-alpha reductase) in benign prostatic hyperplasia (enlarged prostate).

"Both students demonstrated extraordinary commitment to science," said Dr. N. Anthony Coles, Chair of the MGH Minority Recruitment Committee. "That kind of commitment merits attention and reward."

The Summer Research Training Program and the MGH/Merck Fellowship were created by the Minority Recruitment Committee of the MGH's Department of Medicine in an effort to increase the numbers of minorities in academic medicine.

"I think that I would like to go into academic medicine, but you have to have done research," pointed out Ms. Howard. "And it is important to be exposed to a teaching hospital. This program and the fellowship have given me the opportunity to do both."

"What we have tried to do," said Dr. Jeffrey Peris, Director of

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What's happening

A group for older adults

Ann Daniels, LICSW, and Susan Eastham, LICSW, will run a ten-week group for older adults, beginning Monday September 16. The group, *Life Transitions for Older Adults*, will focus on people age 65 and older. The group will address issues facing older people such as health, relationships, living arrangements, and retirement. It is open to hospital staff, their relatives and to patients. Third party insurers, including Medicare, will cover most if not all of the fee. For more information or to schedule an appointment, please call Ms. Daniels at 726-2657 or Ms. Eastham at 726-2623. Applications for the group are being taken now.

Psoriasis study needs volunteers

The Dermatology Clinical Investigations Unit is seeking patients with psoriasis for a study on a new medication for psoriasis. Compensation is provided. Call 6-5066 if you are interested.

MGHers from all walks of life

On Sunday June 2 more than 125 MGHers joined some 25,000 walkers to raise funds for AIDS care and education in Massachusetts.

This was the first year the MGH was a corporate sponsor of the event, and the MGH team raised more than $21,000. Father John Carroll, the Catholic Chaplain, raised the most in pledges—an impressive $3,325. Dr. Mark Lerner of Radiology came in second with pledges totaling $2,001. Kudos go to the MGH cochairs of the effort. They were Jonathan Houston of Information Resources, Sean Ward of General Psychiatry Service, and Linda Lass-Schumacher of Employee Health Service.

Date and time campaign to raise awareness about proper charting

An awareness campaign to encourage health care providers to document the date and time of all entries in the patient record began this month. Watch for the campaign and accompanying educational materials, and remember to "Date and Time It."

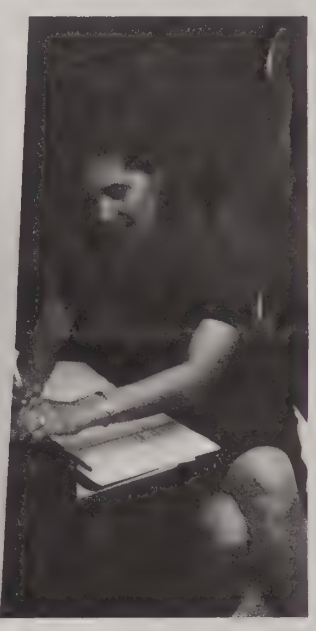
Commuter Services Day

More than 2,000 MGHers attended a fair last month recognizing Commuter Services Day. The fair offered popcorn and music under the Bulfinch tent, as well as visits by "Buckle Bear" and National Transportation Board characters "Vince and Larry" (the crash dummies). Wallace Washington of Parking and Commuter Services, played the part of Buckle Bear, and Gretchen Ashton and Mauricio Cornejo, both of Parking and Commuter Services, were Vince and Larry. Displays at the fair included information from MGH Police and Security, the MBTA, MGH Transportation Services, The Bicycle Coalition, and the Central Artery Tunnel Project. Some attendees received door prizes. Robert Dow and Joyce Bailey won MBTA passes. Sue Gumb won a $25 gift certificate to the MGH Gift Shop, and Michelle Picard won a $25 gift certificate to the Flower Shop.

Buckle Bear waves Hello!

Speech-Language Pathology holds open house

Speech-Language Pathology held an open house last month to acquaint MGHers with the services they offer. Above: Joan Arsenault, Assistant Director of the department, gives a speech test to MGH nurse Dorine Gardner. Below: Speech and Language pathologist Laurie Rich tests an MGHers hearing.



When in Phillips House, do as the stair climbers do

They are still climbing stairs in the Phillips House. The MGH has since January been conducting stair climbing contests to promote use of the stairs and relieve stress on the elevator system. Winners of the most recent contest received a gift certificates to Herman's Sporting Goods. To enter the contest pick up a score sheet from Nursing Support Services or any of the inpatient floors in the Phillips House.

From left are the most recent winners: Alida Evans, a laboratory technician in Neurology, who climbed 623 flights; Sharon Sales of Nursing Support Services who climbed 1,030 flights of stairs; and the first place winner Richard DeVoe, Area Manager of Environmental Services, who climbed 1,298 flights of stairs. Participants tallied the number of flights of stairs they climbed over a four-week period.

MGH HOTLINE

Fires in Kuwait

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left leg, and lesser burns to his face and arms. At the MGH, nurses, burn technicians, and physicians employed some of the most sophisticated and aggressive methods used today to treat burns. Mr. Landry and others like him have Dr. John Burke, an MGH burn specialist, to thank for that. In the 1970s, Dr. Burke broke with the conventional wisdom of waiting for burns to heal on their own. Working with physicians at the Shriners Burns Institute, he helped revolutionize burn management by promoting aggressive treatment which included immediate removal of the burned skin and grafting of skin from other parts of the patient's body. Mr. Landry has received grafts to his hands.

He has also been working with an occupational therapist to get back the use of his hands. When Mr. Landry arrived at the hospital, his hands were so badly burned and swollen that he could not pick up the telephone. Without physical therapy he would likely have suffered permanent stiffness in his joints. But just two weeks after coming to the MGH, Mr. Landry sat in his room laboriously writing letters to his friends in Kuwait. "This is the best way to let them know that I'm really doing all right," he said, "to handwrite these letters." Though it took Mr. Landry an hour to pen one page, Dr. Yaremchuk expects him to recover the use of his hands completely.

An international team of firefighters and drilling experts has for the last several months been extinguishing the Kuwaiti fires and capping the damaged wells. The most famous are a group of Texans, some of the only specialists in the world in the seldom-needed art of putting out an oil well fire or capping a well.

The best known of the Texas outfits is Red Adair's—a group of swaggering leather necks who always wear red overalls. Also in the Kuwaiti oil fields are Boots and Coots, run by Coots Matthews and Boots Hansen—two of Red Adair's men who jumped ship in 1978, and the Texas outfit Wild Well Control. Mr. Landry, employed by labor subcontractor Santa Fe Drilling Co., was assigned to a Canadian firefighting outfit called Safety Boss, Ltd.

Mr. Landry had just months ago sold his construction business and accepted a job as a heavy equipment operator in Alaska. But a friend persuaded him to apply for the job in Kuwait. He and two other New Hampshire men were the only northeastern Americans among the Texans, Oklahomans, and Canadians fighting the fires.

The firefighters in Kuwait work 12-hour days, 28 days on and 28 days off. During their month off, the company pays for their travel and continues to pay their salary. These benefits and the excitement draw many to the job.

Men like Mr. Landry use bulldozers and backhoes to make a workable road to the well and pull away the fencing surrounding the structure. The firefighters mostly use water to put out the fires or dry chemicals to snuff the oxygen from the flames. They also lay explosives to extinguish the fires.

To cap a well that is no longer burning, the firefighters stand literally on top of the well head to try and insert a steel pipe and pump in a mixture of cement and mud to stop the flow. Sometimes there is too much pressure and the whole thing blows.

So far about 170 wells have been successfully capped. The crews drill additional wells because once a damaged one is capped it builds up pressure that causes the other fires to become larger.

It is dangerous work. There have been 13 injuries and six deaths. Just a few days before Mr. Landry arrived, a group of crewmen and Canadian reporters died in the Burgan field. The lead vehicle of their convoy drove into a wall of smoke. There are many fires near the roads the workers use and hence lots of smoke. Unfortunately, there was a fire just on the other side of the smoke, and each vehicle in turn carried its unknowing driver to his death.

What happened to Mr. Landry's bulldozer that continued to drive into the flame? "The bulldozer went into the well head," said Mr. Landry. "It caused the largest smokiest fire of all the fires in Kuwait. That's not a distinction I am going to be proud to carry, but the attitude of all of the people there is that that $400,000 tractor means nothing next to losing a man."

Mr. Landry was a church deacon for six years. He has spent a lot of time visiting people in hospitals and nursing homes, yet he has never, until now, been a patient himself. But he says that when he felt most sorry for himself, it took a 9 year old to give him perspective. "When I got to the hospital there I saw a 9-year-old Kuwaiti boy with land mine burns on his legs. He was smiling at me trying to make me feel better. I had started to feel sorry for myself, and God presented me with this 9-year-old boy."

When Mr. Landry recovers he intends to return to Kuwait. "I want to be living proof that you can be injured and get it back. I won't say that I feel invincible, but I'm going to survive. I'm going to get up. I'm going to dust myself off, and I'm going to get going again."

Research grants

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Human Resources at Merck, "is combine the efforts of the MGH with Merck's ongoing commitment to minority recruitment to improve the representation of minorities in science. By working jointly, we can be far stronger than working individually."

Volunteers

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sented by Stephen Kauffman, Associate General Director, and Patricia Slattery, coordinator of the Evening Volunteer Program.

Making the MGH honor role for extraordinary length of service were:

Day volunteers

Edith Palmer	23, 884
Betty Paul	15, 673
Connie Thibodeau	13, 563
Sally Taylor	13, 304
Phyllis Welch	10, 584
Franny Aldrich	10, 561
Charles Snelling	9, 644
Janette Chaffee	9, 035
Ellie Hackett	9, 033
Kathryn Mootz	8, 769
Maurice Greenbaum	8, 456
Virginia Dec	7, 561
Natalie Metcalf	7, 365
Rose Zizzo	7, 283
Ann Fournier	6, 264
Joanne Goldberg	6, 226

Evening Volunteers

Oscar Miller	3,586
Rona Matisoff	2, 233
Joanne Agababian	2, 171
Joan Litchfield	1, 878
Reuben Glass	1, 552
Camille Albano	1, 551
Susan Twist	1, 000

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Be water tight

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have to use newly cleaned hands to turn the faucet off. The hospital will also install automatic toilet flushing devices in the same buildings. The devices will save one gallon of water per flush and help improve sanitation.

The campaign also will focus on education. For one week this month Facilities Engineering set up booths in the WACC lobby and at MGH East to distribute literature to employees about ways to save water at work and at home. Free information on saving water will be available in the Gray Building lobby for the next several weeks

As water becomes in shorter supply, it is also becoming more expensive. Beginning July 1, the MWRA will raise by 33% sewer and water rates for all Massachusetts cities and towns. In 10 years, the MWRA expects water rates to quadruple. In 1987, the MGH spent $782,000 on water. Yet, even though water usage at the MGH decreased by 10 percent from 1987 to 1990, rising rates caused the hospital's water bill to skyrocket. By fiscal year 1992, the hospital expects to spend $1.7 million on its water needs. To save money and a valuable resource, the hospital is redoubling its efforts to conserve water. You can help. When you see stickers in washrooms and laboratories that read "Be Water Tight: It's the General Idea," remember that water is a resource that we can't let go down the drain.

To find out how you can help save water at home and at work try your hand at this quiz.

???

1. Bathroom activities account for 75 percent of indoor water usage. True or False.

2. A dripping faucet can waste 19 gallons of water a day. True or False.

3. Each of us uses about 10,000 gallons of water each year. True or False.

4. One flush of the toilet uses 3-5 gallons of water. True or False.

Answers

1. True. Turn off the tap while brushing your teeth and save up to ten gallons of water a day.

2. True. If you notice a dripping faucet, shut it off or report it to Buildings and Grounds at 6-2422 or 6-5270 (MGH East).

3. False. We each use more than 20,000 gallons of water each year.

4. True. Never use your toilet as a waste basket and save up to 5 gallons per flush. Check for toilet leaks. If your toilet is running, you could be wasting more than 50 gallons of water each day.

MGH HOTLINE

25 July 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Neurologist named 1st woman service chief at MGH

by Linda Goodspeed

On August 1 Dr. Anne B. Young will walk through a door of MGH history. She is the first woman chief of service in the hospital's 180 year's of existence and is believed to be the first female chief of neurology at a U.S. teaching hospital.

Dr. Young, formerly professor of neurology at the University of Michigan, is an internationally known expert on Alzheimers disease and on movement disorders such as Huntington's and Parkinsons disease.

In 1983 she was a member of the so-called "Venezuelan Project," which discovered a genetic marker for Huntington's disease, an inherited, fatal disorder that causes involuntary movements and mental incapacitation.

The Venezuelan Project, which also included former MGH Neurology Chief Dr. Joseph B. Martin and James F. Gusella, PhD, Director of the MGH Molecular Neurogenetics Laboratory, brought together researchers from around the country who travel to Venezuela each year to collect tissue and blood samples and to make neurological evaluations of a large Venezuelan family. The family includes more than 11,000 descendants of a woman who had Huntington's disease and lived more than a century ago.

Finding a "marker" for HD helped researchers develop a test to determine who of the 150,000 Americans at risk for the disease are carriers of the defective gene.

The strategy of "gene linkage" used by the researchers in the Venezuelan Project to find the HD gene was a breakthrough. Dr. Gusella and his colleagues at the MGH have since used gene linkage techniques to find markers for several other inherited diseases.

In addition to her work on Huntington's, Dr. Young is also an expert on Alzheimer's disease. At Michigan, she was Program Director of the Alzheimer's Disease Research Center, one of only 15 Alzheimer's research centers in the country. Dr. Young is particularly interested in the role of a brain chemical called glutamic acid as a possible culprit in Alzheimer's disease.

In the laboratory Dr. Young is also studying how the brain normally controls movement and how

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MGH Chief of Neurology Dr. Anne B. Young is the first woman to be named chief of service at the MGH. She also is believed to be the first chief of neurology at any U.S. teaching hospital.

Dr. Patricia Donahoe, Chief of Pediatric Surgery, becomes a service chief

IN A BREATH THE MGH HAS BROKEN NEW GROUND and named two women chiefs of service. Shortly after announcing the appointment of Dr. Anne B. Young as Chief of Neurology, the hospital designated Dr. Patricia K. Donahoe, Chief of the Pediatric Surgery Division of the Children's Service. For the past seven years Dr. Donahoe has headed the General Pediatric Surgical Unit of the Children's Service. This change divides the Children's Service into surgical and medical divisions, each presided over by a service chief. Dr. Donald N. Medearis, Jr., longtime head of the Children's Service, directs the medical division.

World renowned pediatric surgeon Dr. Patricia Donahoe has been named chief of service. In the background is Dr. Howard Muntz. Photo by Chris Maynard.

Dr. Donahoe's surgical expertise, administrative and teaching excellence, and ground-breaking research have won her the recognition of colleagues around the world. Dr. Donahoe and her team were the first to isolate, clone and synthesize (manufacture) Mullerian Inhibiting Substance (MIS), a rare hormone produced by the male fetus. MIS inhibits the growth of female reproductive organs and could, Dr. Donahoe theorized in the late 1970s, inhibit the growth of tumors in the female reproductive tract. Laboratory studies have shown that MIS purified from

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Yvonne L. Munn is awarded one of Nursing's highest honors

THE MARY B. CONCEISON AWARD is described as "A citation to the nursing administrator whose philosophy and practice most closely emulates the qualities and character of Mrs. Conceison."

She is described as, *"A nurse with high ideals and high standards which she was never willing to compromise."*

Yvonne L. Munn, RN, MSN, Director of the Department of Nursing at the MGH and Associate General Director of the hospital, has been recognized for her high standards for nursing practice which have won her national recognition and have helped place the MGH at the forefront of shaping nursing practice.

Last month, she accepted the Mary B. Conceison Award for excellence in nursing administration, the most prestigious award given by the Massachusetts Organization of Nurse Executives (MONE). Mrs. Munn was nominated by her colleagues in the community and MGH nurses, physicians, and administrators and is the tenth recipient of the award since its inception in 1982. She received a plaque commemorating the occasion at

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MGH performs first liver-bowel transplant

by Gail Davison

The most difficult type of transplant surgery physicians have ever achieved — transplantation of the combined liver and bowel — has been performed successfully at the MGH for the first time in New England. An eight-year-old boy from New Hampshire is one of only a handful of people in the world to successfully undergo the procedure, which, largely because of the higher concentration of bacteria in the bowel, carries for patients a serious risk of life-threatening infection, in addition to rejection.

Teddy Maki, a blond-haired scrapper who weighs in at a scant 45 pounds, was born with an abnormality of his bowel that left him unable to digest food normally. Except for 72-hour breaks, he spent his first two years in the hospital. Most foods made him sick, giving him constant diarrhea and requiring that he be fed intravenously for up to 20 hours a day. These feedings kept him alive but the tubes in his

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Spend a Day With a Nurse program highlights nursing in action

"Do you understand what I am saying?" Jo Birdsey, RN, ANP, asked her young patient. "Will you stop me if you don't?" Making sure the patient participates in her own care is central to Ms. Birdsey's mission. "My practice is very focused on people feeling that they have control over their bodies—that they have choices. We are not in control of the patient. We are in partnership."

For Ms. Birdsey and her colleagues, nursing is a partnership between caregiver and patient. It is a partnership that requires expert knowledge, sensitivity, understanding, and the ability to ask the right questions.

She and nurses in 24 inpatient units, the Emergency Department, the Operating Room Nursing Service, the Ambulatory Care Nursing Service, and the three health centers shared their experience and expertise with 208 MGH employees in May for the annual Spend a Day with a Nurse program. The program, now in its fifth year, seeks to give the MGH community a first-hand view of what nursing at the MGH is all about.

Ms. Birdsey is a nurse practitioner and Unit Nurse Leader at Revere Health Associates. She has worked at the health center for 10 years. In addition to treating patients in Adult Medicine, she supervises a nurse practitioner, the triage nurse, the nursing assistants, and a laboratory employee.

She saw seven patients that afternoon in May. Some of the patients were there for prenatal care, and an elderly man came for a check up. Ms. Birdsey provided physical

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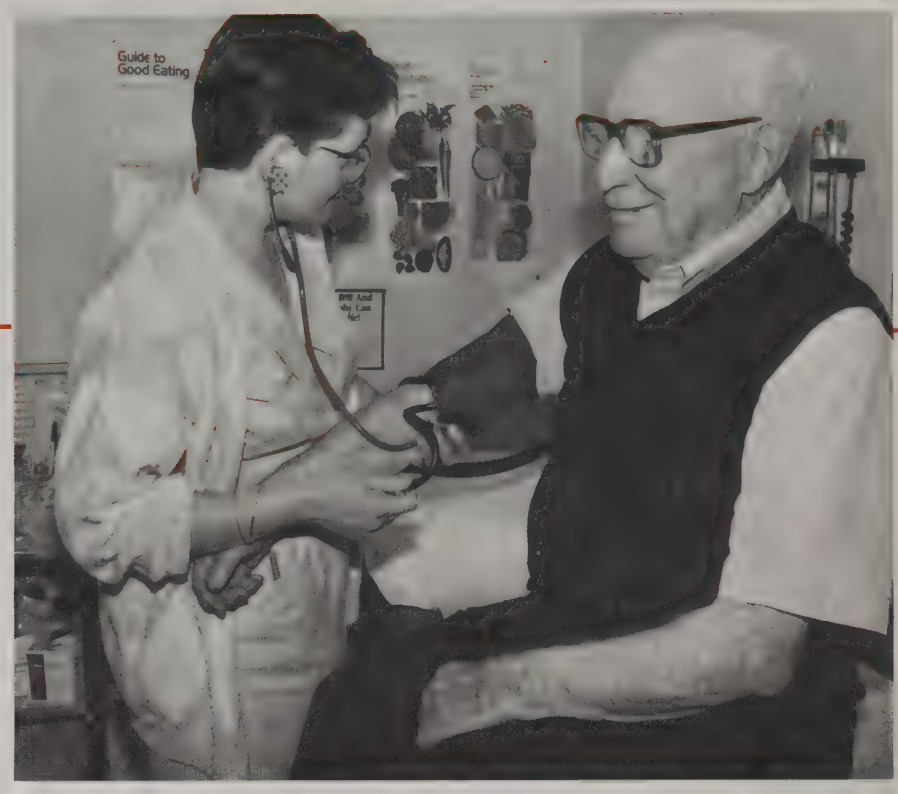

Jo Birdsey, RN, ANP, Unit Nurse Leader at Revere Health Associates, takes Anthony DeRosa's blood pressure.

Mary Beth Murphy, RN, tells her Spend a Day companion Barbara Harris of Admitting how patient medications are organized.

Pediatric Intensive Care Unit nurse Ellen Pacquette, RN, explains a monitoring device to Mynette Shifman of Physical Therapy.

MGH performs 1st liver-bowel transplant

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veins caused numerous, life-endangering infections and the feedings themselves damaged, unavoidably and irreparably, his liver.

"When we first saw Teddy last year, we saw a boy whose growth had been so retarded by his compromised liver and bowel function that he appeared no more than three or four years old," said Dr. A. Benedict Cosimi, Chief of Transplant Surgery at the MGH and the head of the surgical team that performed Teddy's surgery. "His bowels were absorbing almost no nutrition at all, and his liver disease was end-stage, meaning there was no chance that the damage would repair itself."

"Fewer than ten percent of Teddy's liver cells were actually working," said Dr. Ronald Kleinman, the MGH Chief of Pediatric Gastrointestinal and Nutrition Services and the physician to whom Teddy was referred by Dr. Susan Edwards at Mary Hitchcock Hospital in Hanover, New Hampshire. "This liver damage was also seriously affecting other organs and functions and had produced an enlarged spleen and portal (liver) hypertension. His condition was steadily worsening, and it is difficult to predict how much longer he could have gone on as he was."

So his doctors made the decision that Teddy's best chance of survival lay in the replacement of his own liver and bowel with healthy, donor organs. The MGH is already authorized by the Massachusetts Department of Public Health to perform liver transplants. But because bowel transplantation is so new, special permission had to be obtained for that portion of Teddy's surgery. Permission was granted based on Teddy's acute need.

Next came the waiting. It was seven months before a suitable donor was located. When the call came in, finally, on April 27th, Teddy was rushed to Boston.

"It was touch and go for a while," said Sheila Duffy, Teddy's primary nurse and coordinator of care at the MGH. "He came in with a 103-fever caused by an infection from an intravenous tube, and he was very weak. We were afraid he might be too sick to have the operation."

But the go-ahead was given, and two of the transplant surgeons, Dr. Cosimi and Dr. Daniel Doody, were dispatched immediately to Arizona to harvest the donated liver and about 30 inches of lower bowel. Twelve hours later, with the surgeons still 90 minutes west of Logan Airport, the other half of the surgical team began the complex, eight-hour operation.

Liver transplants (which have been done successfully in Boston since 1983) are still considered difficult procedures, but they are performed routinely and patients' survival rates are now excellent. For a patient the size and age of Teddy Maki, the chances of success might have been somewhere between 80 and 85 percent.

Transplantation of the bowel, however, is a far riskier proposition; the twin dangers of rejection and infection combine to give the procedure a failure rate comparable only to bone marrow transplantation. Bowel transplants, in fact, share with bone marrow transplants the problem of "graft versus host disease," in which donor cells mount a rejection response against the recipient. In other words, not only does the recipient's body try to reject the transplanted organ, the

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Batter's up. After a successful liver-bowel transplant at the MGH, Teddy Maki, an 8-year-old New Hampshire boy, will finally be able to enjoy activities like baseball.

Identification is important to keeping the MGH safe: May I help you?

THE CAMPAIGN to encourage MGHers to wear their identification badges has come to an end. Part of the campaign included an identification badge replacement effort where more than 2,100 employees who had lost their badges got free replacements. The campaign was part of the "Make Your Workplace a Great Place" effort designed to improve safety and security for MGH patients, visitors, and staff.

As a next step in making the MGH environment a safer one, Police and Security has a few suggestions about what to do if you discover in an office or patient care area someone who may not belong there. If you see someone you cannot identify, simply ask if you can help. The person may need direction or information. If the answer to your query is inappropriate or if the person seems at all suspicious, call Security at 6-2100. And of course, if you don't feel comfortable approaching a person, or if the person is obviously doing something he or she shouldn't, call Security immediately.

Make Your Workplace a Great Place campaign to focus on MGH environment

DID YOU KNOW that the hospital spends about $5,000 a month repairing facilities which are damaged by acts of vandalism? And Environmental Services responds to 80 calls each week to clean up graffiti that defaces bathroom walls and elevators. Everyone, including patients, visitors, and staff are affected by their surroundings, and new and renovated buildings have brought much needed improvement to the hospital.

As the second phase of the "Make Your Workplace a Great Place" campaign, the employee committee working on the effort will focus attention on the physical plant. Over the summer months you can help by sprucing up your own department and remembering that careless abuse of equipment and buildings costs us all. Environmental Services will in turn respond rapidly to your reports for needed corrective action. Graffiti left alone reproduces. So as a first step, help wipe it out with a telephone call to Environmental Services at 6-2445.

W. Nicholas Thorndike (left), Chairman of the MGH Board of Trustees, and Mr. Yoshiharu Fukuhara, President and Chief Executive Officer of Shiseido, toast the new MGH/Harvard CBRC.

MGH dedicates Cutaneous Biology Research Center

The MGH in May dedicated the MGH/Harvard Cutaneous Biology Research Center (CBRC)—the dermatology research center established with an $85 million grant from Shiseido Company Limited. The event, held at Building 149, drew more than 150 people and included a ribbon cutting, reception, the unveiling of a plaque, and a tour of the laboratories.

Featured speakers included Dr. John Parrish, MGH Chief of Dermatology and Director of the CBRC; Dr. J. Robert Buchanan, General Director of the MGH; W. Nicholas Thorndike, Chairman of the MGH Board of Trustees; Dr. Daniel Tosteson, Dean of Harvard Medical School; and Dr. Thomas Fitzpatrick, former MGH Chief of Dermatology.

The plaque, which hangs inside the main entrance of the CBRC, reads "In appreciation of the contributions of Shiseido Company, Ltd., toward the establishment of the MGH/Harvard Cutaneous Biology Research Center and support of its research. 1989."

Mr. Thorndike and Mr. Yoshiharu Fukuhara, President and Chief Executive Officer of Shiseido, presented certificates of appreciation to those who were instrumental in helping get the center operational.

Citations were awarded to Drs. Parrish; Tatsuya Ozawa, Deputy Director for Shiseido Liaison; Yasuhisa Nakayama, Deputy Associate Director for Shiseido Liaison; Dr. Ronald Lamont-Havers, Deputy Director of the CBRC; Drs. Howard Baden and Jerry Gross, the Center's Acting Directors of Research; and Lynn Drake, Deputy Chairman/Director of Policy and Planning for the MGH Department of Dermatology.

Citations were also awarded to Phillip Dee, Facilities Coordinator; Maureen Ellis, CBRC Administrative Director; Marvin Guthrie, Director of the Office of Technology Affairs; and members of the central planning committee, Drs. Richard Gallo, Ph.D, Paul Bleicher, Ph.D., Edward Maytin, Ph.D., and Ethan Lerner, Ph.D. The CBRC will officially open with a full day symposium on "Epithelium, Mesenchyme, and Their Interactions" at the Shriners Burns Auditorium on October 4.

1st woman service chief

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the brain is damaged in diseases such as Parkinson's, dystonia, Tourette's Syndrome, epilepsy, and others.

At Michigan, she co-directed with her husband, Dr. John B. Penney, Jr., the university's well-known Movement Disorders Clinic. Dr. Penney, also a specialist in movement disorders with a primary interest in Parkinson's disease, has been appointed a neurologist at the MGH and Professor of Neurology at Harvard Medical School.

In addition to her research in the laboratory, Dr. Young is an expert clinician. She is considered one of the foremost authorities in the world on the early diagnosis of Huntington's disease and has pioneered the use of radiologic scanning techniques such as positron emission tomography (PET) in the early diagnosis of brain tumors and other neurological disorders. PET allows doctors to view uniquely the status of blood flow and other body functions. One of Dr. Young's major interests has been the application of high technology such as PET to neurology. The MGH is one of only several dozen institutions in the world with a major PET center.

Dr. Young, who has also been appointed Julieanne Dorn Professor of Neurology at Harvard Medical School, said she was looking forward to her new duties with "a lot of anticipation."

"The MGH is such an extraordinary institution and the people there are such outstanding individuals, both the clinicians and the basic scientists," Dr. Young said. "I feel very honored and excited. I'm really looking forward to it."

Dr. Young replaces Dr. Joseph B. Martin, former MGH Chief of Neurology. Dr. Martin left the MGH July 1, 1989, to become Dean of the School of Medicine at the University of California at San Francisco.

Dr. Verne S. Caviness, Chief of Pediatric Neurology, succeeded Dr. Martin as Acting Chief of Neurology and will remain in that post until Dr. Young assumes her new position on August 1.

Donahoe named chief of service

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natural sources inhibits the growth of ovarian cancer cells. And in April, Dr. Donahoe's team of researchers reported in *Cancer Research* that a manufactured version of human recombinant MIS could, like the natural substance, also stop the growth of ovarian cancer cells.

Though Dr. Donahoe is considered a world-class researcher, her first love is surgery. She specializes in newborn surgery, especially the repair of life-threatening birth defects. A graduate of Boston University and Columbia University College of Physicians and Surgeons, Dr. Donahoe has taught at Harvard Medical School since 1973. She received tenure in 1986 and is the only female full professor of surgery at the medical school.

Dr. Donahoe has held visiting professorships at 11 universities and medical centers and authored 122 scientific reports, reviews, or book chapters. In 1984 she received Boston University's Distinguished Alumni Award for Professional Service. In 1987 she was designated one of *MS. Magazine's* Women of the Year. She shared the award with 12 other women including Martina Navratilova, Toni Morrison, and Bette Midler. In 1990 Dr. Donahoe won an Ortho 21st Century Women Award for her work on cancers of the female reproductive system.

Dr. Donahoe completed her internship at Tufts New England Medical Center, her residency at the Children's Hospital, and fellowships at the MGH and the Alder Hey Children's Hospital and Neonatal Surgical Unit in England. She also completed research fellowships at Children's Hospital and Harvard Medical School. She has been associated with the MGH since 1973 and is chair of the hospital's Committee on Research.

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1st liver-bowel transplant

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organ tries to reject the donor.

Combined liver and bowel transplantation is too new and experimental to have had success figures compiled. Dr. Cosimi credits new and better immunosuppression drugs (to reduce rejection), better techniques to fight infection, and a better understanding of patients' nutritional needs for making success possible.

"Teddy's recovery has gone more smoothly than we'd expected," said his nurse, Sheila Duffy. "Since so few people have ever had this kind of surgery, we couldn't really predict how soon Teddy's new organs would start to function efficiently. We were also concerned, of course, about rejection. But he's had only minimal rejection problems. We were able to take him off intravenous feedings a month and a half after the operation, and now the new bowel is working absolutely normally. He's doing great."

For his mother, Julie, (who has five other children), the success of the operation means freedom from the round-the-clock nursing duties that have consumed her for the past eight-and-a-half years. And never again, it is hoped, will she and her husband, David, have to endure another night like the one this past January when caregivers at Teddy's hospital in New Hampshire told the couple their son would probably not survive until morning.

Dietitian Susan Resler has worked with Teddy as he learns — for the first time — that eating will not make him sick. "At first, there were only seven or eight foods he would eat," she said. "He was very suspicious of dairy products and sugar — which did make him sick before — and he refused to eat anything red. But he is making progress."

Teddy was discharged from the MGH this month and is expected to make a complete recovery. Although he will always have to take medication to prevent rejection of the transplanted organs, he should be able to lead an otherwise completely normal life.

The surgeons who performed the transplantation surgery were, in addition to Dr. Cosimi and Dr. Doody, Drs. Hugh Auchincloss, Patricia Donahoe (Chief of Pediatric Surgery), Craig Haug, and Margaret Verbe. The anesthesiologists were Drs. William Eckhardt, William Denman, and Daniel Haile. The nurses were Maureen Bedle, Robert Morse, Debra Martori, Barbara Grams, and Deborah Pitman. In addition, two surgeons from Children's Hospital in Boston (which is waiting to perform its first liver-bowel transplantation) participated in the operation.

New England Deaconness also hopes to do liver-bowel transplants.

Mrs. Munn

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MONE's annual meeting in June.

Those who nominated Mrs. Munn credit her with being an articulate spokesperson for nursing practice and a dynamic administrator and leader. While at the MGH she has fostered collaborative efforts between nurses, physicians, and other health care providers as well as between nurses themselves.

Patients who come to the MGH are cared for by a team of health care providers including nurses, social workers, physicians, physical and occupational therapists, nutritionists, and others. This team approach, championed by Mrs. Munn within the Department of Nursing, helps foster creative decision making and coordinated care.

Mrs. Munn has helped establish nursing care as professional practice with measurable results, and she has created an environment at the MGH where nursing research has thrived. Joan B. Fitzmaurice, RN, Ph.D., Director of Q/A Research and Staff Development Services, gives an example. "At the June meeting of the Nursing Research Network of Boston," said Dr. Fitzmaurice, "MGH nurses had nine presentations accepted by peer review. This was the largest participation of any of the 13 network hospitals."

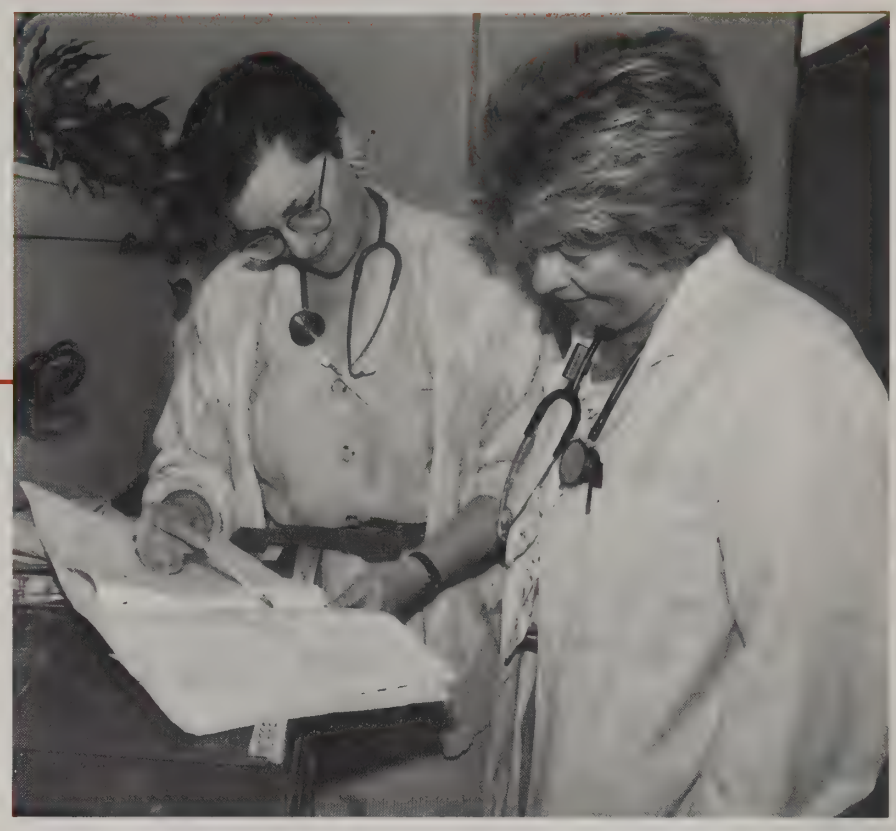
"Clinical research is the basis for excellence in clinical practice," said Mrs. Munn. "We strive for a spirit of inquiry. We are interested in research, not for its own sake, but because it builds a body of scientific knowledge that ultimately benefits our patients." (1990 MGH Annual Report)

Writes the MGH nurses who nominated Mrs. Munn, "She has advanced nursing at Massachusetts General Hospital, creating a climate of caring in which innovative nursing practice, scientific inquiry, and empowerment of practitioners are thriving."

Mrs. Munn came to the MGH in 1984. She has been active in many professional organizations including the American Organization for Nursing Executives (formerly the American Society for Nursing Service Administrators) as president for three years and a board member for six years. She was also a member of the American Hospital Association Intercouncil Task Force on Health Financing Reform. In addition she is a member of MONE's board of directors.

She has presented or published more than 20 papers on nursing practice and held professional nursing positions at five hospitals around the country and academic appointments at three universities and schools of nursing. Mrs. Munn received a masters degree in nursing from the University of California, San Francisco.

Mary B. Conceison, who died in 1981, was Director of Professional Relations at the Massachusetts Hospital Association and was instrumental in helping form MONE.



Jo Birdsey, RN, ANP, Unit Nurse Leader at Revere Health Associates, goes over a chart with triage nurse Janet Allen, RN.

Spend a Day With a Nurse

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examinations, but most of the time she listened. "Listen to patients and they will tell you what will make them better," she said. "Unless I stop, take the time to listen and think, I may miss what the patient is really looking for."

To help patients help her give them what they most need, Ms. Birdsey asks questions. She wanted to know who would help a young mother care for the child when she returned from the hospital and if the young woman's mother had talked to her about labor. She asked another patient who worked in a nursing home if her employer knew of her pregnancy. Then she made sure the patient knew about guidelines designed to protect health care workers from infection.

As Ms. Birdsey listens and talks with her patients, she does so with eyes and ears open to the nuances of other cultures. At Revere, many of the patients are Cambodian, and cultural awareness is crucial to providing quality care. Ms. Birdsey and other health care providers at the center can tell you about the folk-medicine practices of Cambodian mothers. After childbirth, mothers often bathe in saffron, a yellow herb which gives a jaundice-like hue to the skin. A Cambodian woman may press a coin into her forehead to cure a headache.

Nurses at Revere advise their pregnant Cambodian patients to go to the hospital when their contractions begin because Cambodian women often experience labor for as little as an hour. The average length of labor for an American woman is 8-12 hours.

Much of the information Ms. Birdsey gathers during an examination is for but one purpose—to teach the patient how best to care for herself. She teaches her patients about oral hygiene. (Pregnancy sometimes disposes women to frequent gum infections.) She talks about birth control and birth spacing. She teaches her female patients how to examine their breasts and advises them to do it regularly after pregnancy. And she talks about nutrition and exercise.

"We try to be flexible in working with patients as partners in health care," said Ms. Birdsey. "We try to provide services that meet peoples' needs. What makes this job most rewarding is probably both the people you work with and the people you serve. Everyone at the health center will pretty consistently go the extra mile, and the patient who is the neediest really does get the care."

One Spend a Day with a Nurse participant described nursing as "caring in action." For MGH nurses like Ms. Birdsey, that caring is having a good ear, a good eye, a wealth of information and expertise, and a willingness to walk in partnership with patients toward wellness or a better quality of life.

Susan Warchal, RN, (left) and Beverly Cunningham, RN, of Nurse Recruitment, get ready to move a patient.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

8 August 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Susan Reverby invokes Institute graduates to become politically caring

At the 11th graduation ceremony in June of the MGH Institute of Health Professions (IHP), Dr. Susan Reverby, professor of Women's Studies at Wellesly College and noted nursing historian, described caring as a dilemma of altruism versus autonomy devalued because of its image as "women's work."

"Caring, as you all know, isn't merely an identity," said Dr. Reverby, "it is also work. In most of the caring professions the reigning assumption has been that you will accept a duty to care rather than demand a right to determine how to satisfy this duty."

Dr. Reverby charged the 38 Institute graduates with determining how caring will be recognized, rewarded, and defined and to seek autonomy, but not at the expense of altruism.

"The necessity of responding to human need remains," said Dr. Reverby. "Without caring, no child could live beyond its first day. Those who reject the altruism inherent in caring may gain liberation, but they do so without enlightenment and they do so on the backs of others. To be effective, caring means neither self immolation nor the demand for autonomy alone."

The 1991 graduates of the IHP already know much about caring and its inherent dilemmas. Mary Elizabeth Chalfen, who received

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Thirty eight students in dietetics, physical therapy, and nursing graduated from the Institute of Health Professions in June. The graduation speaker, Dr. Susan Reverby, challenged graduates to address the societal issues that create their work.

Most clinical lab results now available on the Patient Care Information System

Microbiology diagnostic results will by August 12 be available on the Patient Care Information System (PCIS) to MGH care providers. This expansion represents the latest in the continuing growth of PCIS. The hospital in 1989 began development of the Patient Care Information System—a system that will unify the hospital registration process, computerize diagnostic results, and automate other patient care-related activities.

Last summer, Chemistry, Hematology, and Acute Care were the first labs to provide results via the system. With the addition of Microbiology, 80 percent of diagnostic results are now available 24 hours a day through the PCIS. Within the next year, Radiology, and Surgical and Anatomical Pathology will be added to PCIS. The addition of other diagnostic results will follow.

The new system has many benefits. It allows authorized care providers to access results quickly

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Interpreter Service honors MGH interpreters

Patients come to the MGH from around the world and from just about every community in the Boston area. They come here because the hospital has a reputation of providing excellent care. Many times, the patients we serve do not speak English. In those instances, "excellent care" includes bridging the cultural and communications gap that may exist between health care provider and patient. MGH interpreters are crucial to bridging that gap.

The MGH in June honored the interpreters who volunteer their time to help patients communicate with their care providers. Often a physician or nurse will need an interpreter at a moment's notice to explain a treatment or test or to

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Margarita Battle (left), Manager of the Office of Interpreter Services, and Mrs. Charles Leighton, MGH Trustee, congratulate an MGH interpreter at a recognition ceremony held by the Interpreter Service in June. The Service recognized 17 MGH employees and volunteers for their extraordinary service in helping bridge the language barrier for patients who do not speak English.

MGH computerizes the Emergency Department, Chelsea, and the APS

The hospital is making progress on developing a registration system that will unify the registration process for all MGH patients. In August and September the hospital will computerize registration in the Emergency Department (ED), the Acute Psychiatric Service (APS), and the Chelsea Memorial Health Center (CMHC) Emergency Department. With the new ED system, all registration information gathered on a patient will be on one database.

Forty-five percent of the patients admitted to the hospital come through the ED. When the new inpatient registration system is implemented next year, admissions from the ED will not require a duplicate effort of gathering the same data twice. Additionally, the registration systems in the ED, the CMHC, and the APS will feed into the hospital's billing information system.

Currently all administrative functions in the Emergency Department are done manually. In addition to

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IHP graduation

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the Institute's Excellence in Clinical Nursing Practice Award, was a caretaker for an elderly woman for five years and a volunteer at Rosy's Place, a shelter for homeless women. She was recognized for excellence in clinical judgement and caring, initiative and leadership in practice, respect and empathy for others, and her enthusiasm and intellectual curiosity. Ms. Chalfen and Lucy Hart Graves, also in the Nursing Program, were the student speakers. "I believe that health care is a right and not a privilege," said Ms. Chalfen. "I believe that caring is of value."

Ms. Chalfen urged fellow graduates to address the societal and political issues impacting the caring professions. She noted the continuing plagues of racism, sexism, ageism, and homophobia, and the recent Supreme Court decisions that will impact reproductive choice and equal opportunity. Ms. Chalfen also pointed to problems in allocating health care dollars.

"Elder programs are being pitted against programs for prenatal care and early intervention," she said. "The mentally ill, the mentally retarded, the physically challenged, the homeless, recent immigrants, and people with AIDS must compete for increasingly scarce resources. Our commitment to our patients requires us to involve ourselves in the politics of health care."

As they face dilemmas in caring, Dr. Reverby encouraged graduates to become "PC"—not politically correct, but politically caring. "Those of you in the health care system cannot hide from the limitations of our society," she said, "because all of the failures and troubles land on your doorstep. Your energy has to not only be directed at your daily work but at the conditions that create it in the first place."

For example, in the 1980s, a group of Boston dietitians, realizing that the "nutrition" problems their patients faced were really economic, wrote Medicaid prescriptions for food. "These dietitians acted out of altruism and autonomy as they confronted the real problems and economic difficulties of their patients," said Dr. Reverby.

As the 1991 graduates of the IHP begin their professions in physical therapy, nursing, and dietetics, they will be challenged to care in new ways, and to address the societal, economic, and political circumstances that create their work. They have already begun the task. But if the effort to impact the morass of problems facing health care should ever seem overwhelming, each should recall an anecdote related by Ms. Graves. A friend of Ms. Graves worked with Mother Theresa at the Home for the Dying in Calcutta. Her friend asked Mother Theresa, "Isn't all of your work just a drop in the ocean?" Mother Theresa replied: "Yes, but I think the ocean would miss my drop." We would indeed miss the contributions of these graduates. Their energy is palpable. And they have proven their competence and their commitment to caring.

The graduation ceremony was attended by more than 200 faculty members, students, family members, friends, and supporters. Judith A. Lewis, Ph.D., Faculty Marshall, led the graduation procession. The Rev. Phillip M. King, Ph.D., delivered the invocation, and Patrick E. McCarthy, President of the Institute, gave the welcoming address. E. Lorraine Baugh, Chair of the IHP Board of Trustees and an MGH trustee, introduced Dr. Reverby.

The Award for Excellence in Teaching went to Barbara Fay Willson, an assistant professor in the Program in Nursing. This award recognizes creativity in teaching methods, ability to act as a mentor, sensitivity to individual learning styles, and a strong commitment to enhancing the educational experience of the Institute's students.

The Institute, which recently received 10-year accreditation from the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, offers degrees in nursing, dietetics, physical therapy, and speech-language pathology, and a program in ethics.

E. Lorraine Baugh, Chair of the IHP Board of Trustees, (left), and Patrick McCarthy, President of the Institute of Health Professions, conferred degrees upon 38 students in dietetics, physical therapy, and nursing at the Institute's eleventh graduation ceremony in June.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

15 graduates of the Adult Diploma Program take a step toward a promising future

The program reads, "Education is our passport to the future, for tomorrow belongs to the people who prepare for it today."

--Malcolm X

In June, fifteen MGH employees earned that passport when they graduated from the hospital's new Adult High School Diploma Program. For the past five years, the Adult High School Diploma Program, sponsored by Training and Development, has provided employees an opportunity at a high school education.

However, this is the first group of employees to graduate from a revamped program where participants do not attend traditional classes. Rather, employees work at their own speed and meet at least once a week with an instructor who mentors progress. Some students completed the one-year program in six months while others took the full year. Students are encouraged to use their work and personal lives as laboratories in learning. They attend plays and political events as well as visit museums and galleries as part of their learning process.

Since the program's beginning in 1982, 85 MGH employees have gained a high school diploma.

Arlene Greene, an operations assistant on Ellison 18, said that she

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Some of the Adult Diploma graduates. From left are Ingrid Joseph, Carolyn Anderson, Beatriz Gutierrez, Arlene Greene, Michael Norton, Rachel Regis, and Prakob Ath. Not pictured are Jose Angel, Dugravier Auguste, Marie Cadet, Steven Dumornay, Amy King, Ping Mah, Sedat Milcent, and Cheryl Squires.

PCIS

from page 1

instead of having to make numerous phone calls or visits to laboratories to retrieve reports. It allows several care providers to view results on the same patient at the same time.

But most importantly, the new system will provide the most recent results of any series of laboratory tests. For instance, preliminary Microbiology results are available before being finalized. It can take days before a report is finalized because of the time it takes to grow and identify certain microorganisms. Since only one report is issued a day, it can be difficult to know what has changed since the last report.

A function of PCIS called "Newest" will solve that problem by allowing the viewer to see the newest information available on a specimen. "With Microbiology results," explained Jim Noga, Director of Clinical Applications, "information develops over a period of time. It is always hard to know when a new result or updated result is available on a specimen. This function will keep the newest information up front."

In addition, the system will reduce demands on the laboratory personnel by cutting down on the

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What's happening

Culturally mixed psychotherapy group for women

A culturally mixed psychotherapy group for women will soon start in the General Psychiatry Practice, WACC-805. African American, Latina, Asian, or other women traditionally described as "minorities," as well as women who were born in another country or whose parents were born in another country are included. Women who want to learn about themselves with other women of similar experiences are those most likely to benefit. The group will meet on Monday evenings at 6:00 pm starting September 9. For more information please call Dr. Jenai Wu at the General Psychiatry Practice, 6-2714.

MGHers get a discount on beauty

The MGH Beauty Shop is pleased to announce a special thank you to supportive employee customers. During the months of August and September, MGH employees will receive a 20 percent discount off all Beauty Shop services. The Beauty Shop is now open seven days per week. Call ext. 6-3211 for an appointment.

Handedness and language study needs volunteers

Researchers at the MGH Neurolinguistics Lab (Bartlett 5) are looking for right- and left-handed adults for a cartoon study. The session takes about 30 minutes and pays $7.

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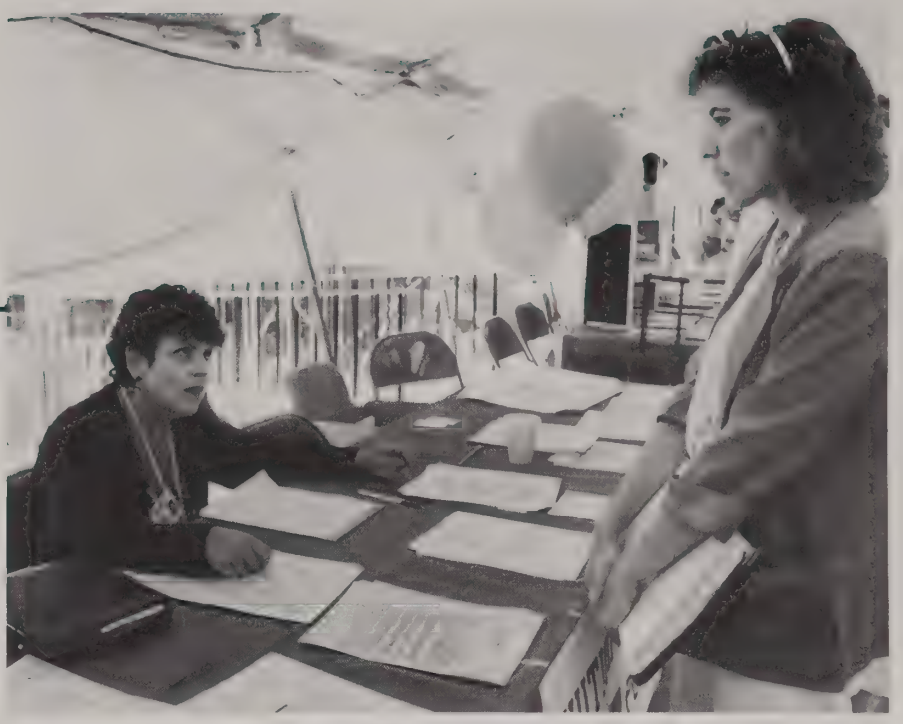

MGHer Cheryl Dudas discusses the hospital's tuition reimbursement program with Deborah Novak of Training and Development. Human Resources held a College Fair for employees under the Bulfinch Tent. Representatives from area colleges and universities handed out information about a variety of educational programs.

In general

While MGH oncology clinical nurse specialist **Joan Gallagher**, RN, MS, OCN, is best known for the compassionate way she teaches her patients to navigate the health care system, equally important to her are the things she learns from them. "I learn from patients what it's like to be on the other side. And I remind myself that I don't have all the answers, so I can learn, because everyone has something to give."

Ms. Gallagher is one of 22 recipients of the American Cancer Society's 1991 Lane W. Adams Award honoring nurses and social workers demonstrating excellence in cancer patient care. She received a stipend of $1,500 at the Society's national board meeting in March.

Ms. Gallagher started her career in oncology nursing 16 years ago when she began to feel that the same attention given to children with cancer was not provided to adults. "The environment is not gentle with adult patients, and although cancer outcomes cannot be predicted, nurses can help patients interpret what's going on and reduce unnecessary stress by using coaching techniques from various disciplines," Ms. Gallagher said.

Expanding her roles as teacher and student, Ms. Gallagher is currently completing her doctorate in education at the University of Massachusetts. "I am most gratified when I see nurses become attracted to cancer patient care, and I am awed by the resilience and strength of patients coping with cancer," Ms. Gallagher said.

Of the nine individuals recognized by the American College of Cardiology at its 40th Annual Scientific Session in March, four

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Kudos for a job well done

Many hands help care for the patients who come through our doors. Meeting the MGH mission of providing the best care available takes the kind of cooperation, compassion, and professionalism this patient describes in a letter to head nurse Elaine Cerabone, RN, (Ellison 10). Mr. Platka was a patient of Dr. Jeremy Ruskin.

Dear Ms. Cerabone,

I thought you would like to know from a patient's point of view how your group is performing. I recently spent three weeks in your custody, while all the necessary tests were performed to straighten out physical coronary problems and then to find the solution to my arrhythmias. Needless to say, this is a very frightening and extremely mood-changing period of time. The care for patients requires sensitivity, compassion and professionalism, as well as pleasant surroundings. Couple with this that I was recovering from major surgery and one has a major problem patient.

First, let me comment on the nursing staff. Please keep in mind that I can be rather difficult at times and a little hard to take! Whether it was both Lauras, Lynda, Kathy, Ann, Pattie, Joyce, Kathleen, Eilleen, Tammy, Jeana, Caroline, Terry, Christopher, Mary Ann, Tracy, Katie or Mary, (I know I have missed somebody and I apologize), I always had the feeling I was a VIP and all my needs were met with all the desired qualities previously mentioned! In short, they were all super! I cannot begin to tell you how necessary this was to get me over another obstacle in my 16 month medical odyssey. I am lucky to have had their professionalism during this period.

And don't let me forget Maude, Dorothy, Jeannette, Marion, Tom, Jim, Tom, Joe, and so many more who drew the blood, took the EKGs, changed the beds, took our weight, checked the IVs, delivered the food, helped to fill out the menus, cleaned the rooms and "johns", cleaned up the accidents, transported the patients to their tests and labs on time. All of these things were done in a cheery manner, sometimes under very difficult conditions! At times I felt I was at the Ritz, rather than at MGH. I am still amazed at the variety of menu, how excellently it was prepared and how it was always piping hot.

You and your people are to be commended. It's a great organization and I know how much effort it takes to keep it at the plateau at which it stands. Please give my best to "all" and thank you and everyone for the manner I was treated during my three week stay!

Very truly yours,
William D. Platka, ("Wild Bill")

Interpreters

from page 1

give information to a patient or family member. Many MGH interpreters work at the hospital, and with the support of their supervisors, often will leave their posts to go to a patient's bedside.

"It is only with the cooperation and generosity of the MGH managers and supervisors who support their bilingual employees in these efforts that we are able to continue to meet the needs of our non-English speaking patients," said Margarita Battle, Coordinator of the Office of Interpreter Services.

The Service last year answered more than 4,000 requests for interpretation in languages such as Spanish, Portuguese, French, Italian, German, Greek, Russian, Chinese, Cambodian, and Vietnamese. Those requests were answered by Ms. Battle, and the 145 MGH employees and 50 volunteers who work as volunteer interpreters. To handle increased demand for interpreter services, the MGH has recently added Ms. Lilia Wyszkowski to the professional staff. Ms. Wyszkowski speaks English, Spanish, French, Italian, and Polish. Her presence will allow the Service to extend office hours to 7:00 pm on weekdays.

In addition to interpretation, the Office of Interpreter Services provides a library of materials on cross-cultural communication, a Spanish audiotape that teaches patients about HIV testing and transmission, and written educational materials for patients in different languages.

At the awards ceremony in June Ms. Battle and MGH Trustee Mrs. Charles Leighton awarded certificates to interpreters who had provided extraordinary service. The following MGH interpreters received service awards: MGH employees Teresa Joe, Tony Cardoso, Ethel Morpeau, Claudio Villalba, Ruben Ortiz, Chung W. Hsu, Carmelo Bondi, Patrick Tan, Slava Latnik, Jean Paul Fritz, and Anne Hewitt. MGH volunteers Louise Tai, Antonia Hage, Vania Machado, Frances Valvo, Carol Valerio, and Roberta Kelliher.

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number of phone calls they must answer. However, computers will not completely replace human communication. The laboratories will still maintain their system of calling the care provider directly with any life-threatening or serious information. "In essence," said Dr. Ed Heller, Vice President for Information Resources, "the philosophy of the use of the computer is to make the information more available. But it doesn't replace the need for people to communicate about things that are life-threatening or need special attention."

Here MGHers receive a tour of the new Emergency Department on Ellison 1. The new department features state of the art equipment that will add to efficiency in caring for patients. The new space also allows the department to change some of its systems to enhance patient care. For one, support staff will be in closer proximity to care providers to bring more of a team approach to emergency care. The entrance to the Emergency Department remains the same. The new phone number for the department is 724-4100.

Computerized ED

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registering patients, the new computer system will maintain the department's log and keep track of where patients are located and who is caring for them. The system also should help decrease waiting time in the ED by keeping track of patients waiting in the triage area who have not been seen by a care provider. (The Emergency Department recently moved to new quarters on Ellison 1. The entrance to the department remains on White 1.)

In 1989, the hospital started the Master Patient Index component of the Patient Care Information System. Master Patient Index assigns and tracks the usage of medical record numbers. The MGH has already been using PCIS for outpatient registration and began last year to issue new blue cards. Early next year, the hospital will begin registering all MGH inpatients on the Patient Care Information System.

Adult Diploma grads

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signed up because she wanted to further her education. "I like what I do," said Ms. Greene, "but I want to continue further. No matter how old you are, it is never too late to go back to school." Ms. Greene is the mother of a 13-year-old and has worked at the MGH since 1976. She delivered the graduation address entitled "It's Never Too Late."

Dr. Richard von Rueden, Deputy to the General Director, was the keynote speaker at the graduation ceremony. Thomas Rothwell, Vice President of Human Resources, presented the diplomas. Dee Dee Magers, Training Specialist, gave the welcoming address, and Klara Sztucinski, Manager of Training and Development, was Master of Ceremonies.

In general

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were MGH physicians. **Dr. Roman DeSanctis**, Director of Clinical Cardiology at the MGH was the recipient of the American College of Cardiology Gifted Teacher Award. Dr. DeSanctis, who is also Professor of Cardiology at Harvard Medical School, was recognized by his peers and students for his unselfishness and dedication to teaching and excellent patient care. The Gifted Teacher Award is presented to a Fellow of the College who has made major contributions to cardiovascular medicine through the teaching of students at the undergraduate and/or postdoctoral level. The College's first Gifted Teacher Award was given in 1965 to the MGH's Dr. Paul Dudley White.

MGH cardiologist **Dr. Michael H. Picard** was the recipient of the College's Young Investigators Award for clinical investigations. Dr. Picard, Instructor in Medicine at Harvard Medical School, was honored for the presentation "Left Ventricular Size and Function During the Year Following Acute Myocardial Infarction." The award carries a $2,000 stipend. Dr. Picard carries out his research in the Echocardiography Laboratory of the MGH. Dr. Arthur E. Weyman directs the lab.

Dr. Adolph M. Hutter, Jr., Chair of the Medical Intensive Care Coordinating Committee at the MGH and Associate Professor of Medicine at Harvard, was selected President-Elect of the College. His term will begin in 1992.

Also, former MGH Chief of Cardiology, **Dr. Edgar Haber**, who three years ago joined Bristol-Myers Squibb as president of the company's Pharmaceutical Research Institute, received the American College of Cardiology's Distinguished Scientist Award. Dr. Haber has for three decades pursued cardiovascular research in the application of immunological techniques to the diagnosis and treatment of cardiovascular disease. Dr. Haber has left Bristol-Myers Squibb to pursue private research.

What's happening

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Researchers in the Neurolinguistics Lab are also looking for control subjects for a dyslexia study. They need right-handed males (12-18 years old) who have normal reading skills for a language study using MRI (magnetic resonance imaging). The investigators are trying to compare differences in brain structure between good readers and very poor readers. The study involves one long session and pays $50. For details, call Laura McMinn or Kaaren Bekken at 6-6981 or 6-7706.

Social Service offers bereavement group

Elsa Ramin, LICSW, will run a bereavement group this autumn. The eight-session group is for people who have lost a loved one within the last two years. If you are interested in participating, or if you have questions, call Ms. Ramin at 6-2623.

Reception for SRTP students

The Department of Medicine's Minority Recruitment Committee in June welcomed the participants in this summer's Summer Research Trainee Program. The Summer Research Trainee Program matches talented minority undergraduate and medical school students with MGH researchers. The students work with their MGH mentors on research projects geared to students' interests.

Infant language development studies need volunteers

Researchers at the MGH Neurolinguistics Lab (Bartlett 5) are looking for babies between four and nine months of age for language studies. Sessions take about 30 minutes and pay $7. Call Laura McMinn or Jenny Roberts at 6-7706 for more information.

MGH receives leadership award for commuter services and starts van pool for commuters

MGH was one of 22 Massachusetts private organizations recognized recently for corporate leadership in commuter mobility. Jeff Davis, Assistant General Director, accepted an award for the hospital's commuter mobility efforts from the Massachusetts Executive Office of Transportation and Construction and CARAVAN for Commuters, Inc.

Parking and Commuter Services formally announced their Commuter Services program on May 17th with a fair under the Bulfinch tent. At the core of the hospital's commuter services program is a ride-matching system that is tailored to each employee's work schedule and personal preference.

As a result of the ride-match registration drive, two new MGH van pools are forming. One van, departing Lexington, will arrive at the MGH at 8:30 am. The van will depart the MGH for Lexington at 5:00 pm. The other van will depart Halifax, MA, and arrive at MGH East at 8:30 am. This van will depart MGH East at 5:00 pm. If you are interested in joining either of these van pools call the Commuter Services office at 6-2390.

From left: Carolyn DiMambro, Executive Director of CARAVAN for Commuters, Inc., Jeff Davis, MGH Assistant General Director, and Richard L. Taylor, Massachusetts Secretary of Transportation and Construction. Mr. Davis accepted an award recognizing the MGH's commuter mobility programs.

MGH HOTLINE

29 August 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Harold Randolph supervised 65 hospital corpsmen stationed in the Gulf. They treated Iraqi prisoners of war and Marines wounded in combat. Mr. Randolph works in Admitting and said that coming back to the MGH was "like coming home to a real family."

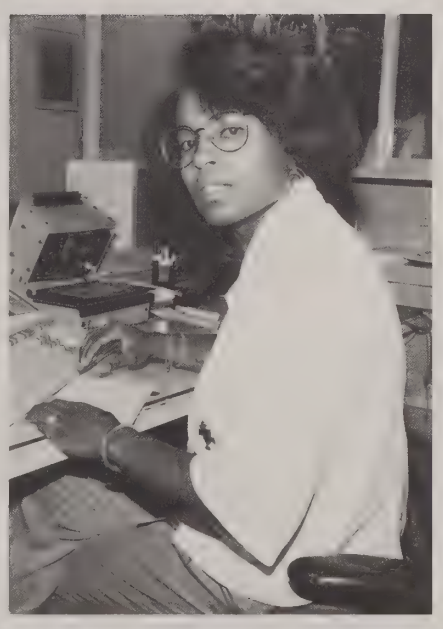
The Soldiers' story: two MGHers return to work after service in the Gulf

Lisa Venus is glad to be back at work. It keeps her from thinking that she could have died in the Persian Gulf. "Your mind gets caught up with the fact that you could have died over there," she said. "The more time you have to think, the more time you have to realize that."

Ms. Venus was assigned to the 972nd Military Police (MP) Company stationed in West Newton, MA. At the beginning of the ground war, the company's job was to ensure that the 1st UK (an English infantry unit) got through Iraqi-constructed sand walls. Military police also escorted other infantry divisions to their positions. However, the primary responsibility of the military police unit was handling the many Iraqi prisoners of war. "The P.O.W.s were happy to see us," said Ms. Venus. "They were relieved that it was over and they were going to see another day."

Ms. Venus' unit administered first aid to P.O.W.s. Many had injuries to their feet because of inadequate footwear and having to walk long distances. While caring for one Iraqi soldier, Ms. Venus got an unexpected marriage proposal. He was so appreciative of her care that he offered five camels, three sheep, and a goat if she would marry him. Ms. Venus declined.

Being an American female in a region in which women are not allowed the same rights as men was sometimes difficult. The Saudi women who were encountered did not interact with the American soldiers. Ms. Venus said that the Saudi men were intimidating and did not treat American women with respect. "It is a male-dominated region," she said. "But you had to respect their laws and their religion. We basically did what we needed to do and avoided them."



Lisa Venus, a member of the 972nd MP Company, recently returned to work after service in Saudi Arabia. Ms. Venus' unit provided first aid for Iraqi prisoners of war. One of them offered her five camels, three sheep, and a goat if she would marry him. Ms. Venus works in Radiology.

There were many close calls for the 972nd MP Company. Ms. Venus was awakened one morning at about 3:00 a.m. by four short blasts

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MGH is best in the Northeast

A national poll of 965 experts in 15 health care specialties has by a wide margin chosen the MGH as the best hospital in the Northeastern United States.

A University of Chicago research group carried out the poll published in the August 5 US News and World Report, the nation's third largest news weekly.

The MGH was also among the top few hospitals nationally in nine different specialties, while the neighboring Massachusetts Eye and Ear Infirmary placed in two others not available at the MGH. The MGH was in addition the only hospital in the Northeast judged first nationally in two categories. It ranked second nationally in four others.

Two Boston area specialty hospitals, Children's and McLean of Belmont, a close affiliate of the MGH, placed first nationally in their respective areas of pediatrics and psychiatry. Of note, the second best hospital in the country for psychiatry was the MGH.

The second place in Boston for leading specialties among general hospitals was taken by Brigham and Women's with four highly rated specialties. The Brigham placed second nationally in rheumatology, garnering 28 percent of the voting to MGH's third place with 26 percent of the voting. The Brigham also had one fourth and two fifths nationally.

Specialties in which the MGH finished first in the country were cardiology with 48 percent of the votes (Brigham was fifth with 18 percent), and neurology, in which the MGH had 54.5 percent of the ballots.

Besides psychiatry, the MGH was second nationally in endocrinology (care of hormonal diseases such as diabetes and thyroid disorders), gastroenterology (GI), and orthopedics. In addition to third in rheumatology, the MGH was fifth in AIDS, and eighth in gynecology, in which it trailed Brigham 15.5 percent to 11.5 percent.

Massachusetts Eye and Ear Infirmary was fourth nationally in eye disorders and seventh nationally in ear, nose, and throat. The Brigham's other high national finish was a fifth place in orthopedics with 9.5 percent of the ballots, compared to the MGH's 33.5 percent.

Dana-Farber Cancer Institute was third in the country in cancer. The only other New England hospital among the top in any specialty was the Institute of Living, a psychiatric institution in Hartford, CT.

The two organizations finishing ahead of the MGH nationally were Johns Hopkins in Baltimore with 13 specialties cited and Mayo Clinic in Rochester, Minnesota, with 12.

Since 1967 every national poll ranking the best American hospitals without using specialties as the sole criterion has ranked the MGH either first or second with the other hospital being Mayo Clinic.

The 50-year-old National Opinion Research Center of the Univer-

turn to "MGH rated best" page 3

Artificial heart a bridge of life

by Gail Davison

Pronouncing herself "the world's luckiest person," a 37-year-old Salem woman who was kept alive for a week on a temporary artificial heart has gone home to her family with a new, transplanted heart and every hope of a complete recovery. This is the first time in New England that an artificial heart-type device has been used successfully as a temporary "bridge" until a donor organ can be located and a transplantation performed.

Physicians predict that the artificial heart (made by Abiomed, Inc. in Danvers, Mass.) will mean new hope for the approximately 15 to 20 percent of potential heart transplant recipients who are currently dying before donated organs become available. The artificial heart system — and similar systems also under development — could in addition help thousands of cardiac patients in this country every year whose own hearts need temporary support after surgery or severe heart attacks.

"The patient, Mrs. Lisa Clough, had congenital heart disease that had gotten progressively worse over the years," said Dr. G. William Dec, Medical Chief of Heart Transplantation at the MGH. "By the time she came into the hospital this past February, she had had over the

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Progress in transplantation

The world's first heart transplant was performed by Dr. Christian Barnard in 1967, in South Africa. Since then, heart transplantation is gradually becoming standard therapy for patients with end-stage heart disease. With the advent of better immunosuppressive medication and improved techniques for preventing or dealing with infection, patients who are older and sicker than ever before are now receiving transplants.

The procedure, however, remains high-risk, and the care of transplant patients requires the coordination of professionals from a wide range of specialties including surgery, cardiology, immunology general medicine, nursing, respiratory therapy, physical therapy, and dietetics.

Brigham and Women's Hospital performed New England's first heart transplant in 1984; the MGH followed in November of 1985. Since that time the MGH has done 41 transplants. Eighty percent of the patients have survived to the two-year mark; the procedure is still too new to assess longer-term survival rates.

Dr. G. William Dec, Medical Director of Heart Transplantation at the MGH, pointed to the scarcity of donated organs as a major obstacle to increasing the scope of heart transplantation nationally. In New England right now, he said, approximately 15 to 20 percent of heart transplant hopefuls are dying before a heart becomes available.

Artificial heart

from page 1

years numerous operations and procedures performed here and elsewhere, but nothing was really working. She had advanced heart disease and life-threatening heart rhythm disturbances."

Because her heart problems had also damaged her lungs (as is common with patients who have congenital cardiac disease), Mrs. Clough was considered briefly for a heart-lung transplant, but the wait for this operation is running about two years, and her doctors felt she would not have survived that long. Consequently, they decided to offer her a heart transplant alone, in spite of the fact that her poorly functioning lungs would substantially increase the risk of failure.

So Lisa Clough was listed for a heart transplant, with physicians hoping they could improve the lung damage using medication. She waited 57 days for a heart, in the hospital from April until the beginning of June. Her two children, Courtney, seven, and Tyler, five, were cared for by her husband, mother, and other relatives. Her husband, Bill, 40, a computer project supervisor, visited almost every day.

Finally a donor heart was located. The transplant surgery, performed by MGH transplant surgeons Dr. Gus J. Vlahakes and Dr. Cary W. Akins, took place on June 2nd. The surgery went well. The lung problems were resolved, and for nine days after the operation Mrs. Clough appeared to be recovering smoothly.

Then, completely unexpectedly, at 2 a.m. on June 12, an alarm sounded at the nurses' station, and when Mrs. Clough's associate nurse, Tricia Flaherty, responded, she found the patient in full cardiac arrest. Ms. Flaherty, Dr. Steven Nisco (a surgical resident), Dr. Gail Semigran (a medical resident), and others on the floor administered life-saving therapy, and Mrs. Clough was taken emergently back to the operating room.

"It struck her like a bolt of lightning," said Dr. Vlahakes, who had received an emergency telephone call at his home about half past two in the morning. "We think she might have thrown a blood clot to her left coronary artery, but it's hard to say for sure. At any rate, we put her back on the heart-lung machine," (which, by diverting patients' blood from their own hearts, oxygenating it, and circulating it through their bodies, allows surgeons to perform cardiac operations).

During the surgery, however, Mrs. Clough's transplanted heart was discovered to be functionally dead, and the surgeons could not wean her off the heart-lung machine again. "The question was: Now what?," said Dr. Vlahakes. "We decided to put Lisa on an artificial heart-type device we had (the BVS System 5000, developed by Abiomed, Inc.), and hope for another heart to become available."

The ABIOMED® temporary artificial heart, which was developed partly at the MGH, is technically called the ABIOMED Bi-Ventricular Support (BVS) System 5000. Designed as an artificial heart to take over the function of the natural heart on a temporary basis (while the natural heart remains in the patient's body), it can be used to support either or both sides of the heart. The device consists of a pneumatic drive console which operates one or two disposable heart pumps that remain outside the

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The dedication of the Hackett Room was followed by a reception and tour of the room. From left are Mrs. Hackett, Dr. Charles Sanders, former MGH General Director, and Dr. Edwin Cassem, Chief of the MGH Psychiatry Service. The portrait of Dr. Hackett hangs in the conference room on Bulfinch 3.

MGH dedicates Hackett Room

"Our memories of Tom Hackett are real and keep him close," said his widow Ellie Hackett at a ceremony in June to dedicate the Hackett Room in honor of the former MGH Chief of Psychiatry. Dr. Hackett suffered cardiac arrest in January 1988 at the age of 59.

The Hackett Room includes many artifacts chosen to evoke memories of Dr. Hackett and to keep him close to those who remember him as a first-rate clinician, researcher, teacher, and friend. The conference room contains a few volumes from Dr. Hackett's library, including a collection of books on human and animal physiology, tales of explorers past and present, and biographies of military leaders and aviators. The room also displays a collection of Dr. Hackett's personal photographs, paintings, and prints from his hospital office, his treasured old Underwood typewriter and cases displaying his boyhood collection of birds' eggs and butterflies.

The dedication was held in the Shriners Auditorium which was filled to capacity by Dr. Hackett's family, friends, and colleagues. Featured speakers at the event included Mrs. Hackett; Dr. Charles Sanders, former MGH General Director; Dr. Edwin Cassem, current Chief of the MGH Psychiatry Service; and Dr. Avery Weisman, former Chief of the MGH Psychiatric Consultation Service. Dr. Hackett's sister, children, and several dear friends also spoke with warmth and humor.

"He [Dr. Hackett] was always committed to helping others and always committed to helping the hospital," remembered Dr. Sanders. "Never have I had a better colleague and a better friend."

During the ceremony, a life-size portrait of Dr. Hackett was unveiled. The portrait, by noted Boston artist Warren Prosperi, now hangs in the Hackett Room on Bulfinch 3. It shows Dr. Hackett at his desk.

"Dr. Hackett was a natural leader who built a vigorous and productive and devotedly loyal department," said Dr. John Herman who helped organize the event. "He was dedicated to teaching, research, and clinical practice and encouraged varied approaches to the practice of psychiatry. This room, by creating an atmosphere of personal comfort and eclecticism, reflects the congenial and personal style of Dr. Hackett."

The Hackett Room will be used for conferences and for teaching residents and fellows.

Shriner's Auditorium was filled beyond capacity for the dedication of the Hackett Room. Here Mrs. Hackett addresses the crowd.

What's happening

MGH offers support group for persons living with cancer

Evelyn Malkin, LICSW, will begin a support group for patients with cancer, their family members, and friends. The group, "Person-to-Person: Living With Cancer," begins September 5 and meets at the MGH at 6:30 p.m. for eight consecutive Thursday evenings. The purpose of the group is to provide mutual support, improve communication skills, deal with feelings, share coping mechanisms and resources, and get on with living. For more information call 6-2613.

"Cheers" walk-on is grand prize for Spaulding's walk-athon

Spaulding Rehabilitation Hospital will hold its Sixth Annual Walk-athon on Saturday, September 28, at 10:00 am. This annual event benefits the Pediatric Unit at the hospital. Pediatric patients will join medical staff and friends of Spaulding in a tour of the Esplanade. This year, NBC's "Cheers" has donated a "walk-on" part on a future "Cheers" show as the Grand Prize for the walkathon's drawing. For information on sponsoring a patient, buying tickets for the drawing, or joining the walkers, call Ann Kramer at 720-6645.

Calling all MGH nurses

The Department of Nursing wishes to recognize the professional achievements of all nurses at the MGH. If you have achieved any of the following since September 1990, contact Barbara Carter, RN, Department of Nursing, Recruitment and Retention Committee, at ext. 6-2646 or via beeper 5606:

Academic degrees (exclusive of new graduates joining the staff), certification, publication, professional awards, professional organization office, research or other presentations to professional organizations, Sigma Theta Tau induction, other professional achievements (include description).

Winning at the Losing Game

The MGH Department of Dietetics is beginning a new session of "Winning at the Losing Game," a weight management program that combines exercise, nutrition, and behavior modification to help you develop a positive approach to weight management that you can really live with. The program begins Tuesday, September 24, and runs for 12 consecutive Tuesdays from 5:30-8:00 p.m. The fee for the program is $195.00. All MGH employees get a $10.00 discount. Cal 6-2779 to sign up. Space is limited.

Where are MGH Protech students placed ???

The Protech Program, sponsored by the City of Boston, places students in area hospitals where they receive training in a health care field. The MGH employed 27 Protech students this summer in a variety of hospital departments. The program allows students to get a high school diploma, a community college associate degree in health care, and certification as a health care technician. Fifty students participated in the city-wide program which was featured in the August 19 issue of U.S. News & World Report. Last Month, the hospital held an ice cream party to recognize the sudents. From left are Ana Marie Gomez, Syreeta Murphy, Tyshina Gardner, and Jorge Burgos.

MGH welcomes new Chief of the Cardiac Unit

Last month the MGH held a reception to welcome Dr.Valentin Fuster to the MGH. Dr. Fuster is the new Chief of the MGH Cardiac Unit. For ten years he was Chief of Cardiology at Mount Sinai Medical Center in New York. Before that he was Consultant in Internal Medicine and Cardiovascular Diseases at the Mayo Clinic in Rochester, Minnesota. Dr. Fuster is also Professor of Medicine at Harvard Medical School. He and his wife Angela-Maria Fuster hail from Barcelona, Spain.

(Photo right) From left are Dr. Fuster, Mrs. Fuster, Dr. John Potts, Chief of Medicine, and Dr. Roman DeSanctis, formerly Acting Chief of the Cardiac Unit.

MGHers return from the Gulf

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over the loud speaker indicating an imminent chemical weapons attack. "When we heard it, we were shocked," she said. "I put on my protective gloves, mask, and boots. I stayed in that suit for four hours." It turned out that the attack was a false alarm. But they treated every alarm seriously. "They thought it was the real thing," said Ms. Venus. "If it was the real thing, you either did as you were taught or you faced the consequences. So we did as they said."

After the first scud attack, Ms. Venus bet a friend that she would not see her own 24th birthday. "I bet her $100, and I'm glad I lost," said Ms. Venus who celebrated her birthday in February. "It was crazy, it was scary."

Temperatures in the Saudi desert reached 110 degrees Fahrenheit during the day and would often plunge to 20 degrees Fahrenheit at night. The soldiers had to build their latrines and showers. Unexpected sandstorms— the soldiers called them "sand devils"— would destroy visibility. "You couldn't see your hand in front of you," Ms. Venus said.

She described the day she returned to the States as "the happiest day of my life...I pray to God that we won't be sent back over there." Ms. Venus returned to the States May 9 and was released from active duty on June 4. She returned to work July 15.

Harold Randolph, a Navy reservist who lives in Braintree, is an inpatient surgical service bed manager in the Department of Admitting. As a reservist he is the senior enlisted Navy medical corpsman for the 1st Battalion, 125th Marines. The unit, which drills at Camp Edwards in Bourne, MA, returned from Saudi Arabia on April 17th.

Mr. Randolph's unit was one of the few Marine reserve infantry units actually used in ground combat during the war in the Persian Gulf. The job of a Navy corpsman assigned to a Marine infantry unit is to treat Marines wounded in combat.

"Five of our corpsmen volunteered to accompany elements of the 4th Marine Division ground assault forces when the order was given to retake Kuwait City," said Mr. Randolph. However, most of the corpsmen, including Mr. Randolph, spent the majority of their time treating Iraqi prisoners of war once the ground assault was well underway.

Mr. Randolph said one of the major problems suffered by the Iraqi P.O.W.s was malnutrition. "A lot of them were really emaciated when we first saw them," he said. "We found out through several of the captured Iraqi doctors and medical students with these units that the Iraqi troops were eating what amounted to a handful of rice every other day."

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MGH rated best

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sity of Chicago designed and carried out the study for the magazine. The social science research center randomly picked about 100 specialists in each of the 15 specialties surveyed. The names of 1,500-plus specialists came from 138,000 names of board-certified physicians in the American Medical Association's file of 560,000 American doctors, including non-AMA members. Of the 1,501, 965, or 64 percent, responded.

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Artificial heart

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body. The pumps are connected to the patient with tubing surgically inserted directly into the heart and surrounding vessels. The system is in use in ten medical centers in the US under FDA-approved clinical trials. It has also been used outside the US to support patients awaiting heart transplants.

The doctors knew that although some patients around the world have had successful transplants after being supported by systems like Abiomed's BVS System 5000, no patient in New England had survived long enough for a suitable donor heart to be located. Mrs. Clough was attached to it for almost seven days.

"We were extraordinarily worried about infection," said Dr. Vlahakes, "because of all the tubes and because she was on immunosuppression medication (to prevent her body from rejecting the first transplanted heart, which was still inside her chest). We figured we had a window of maybe a couple more days before she got pneumonia or an infection, or until she weakened too much to have another transplant."

"That was the worst time," said Bill Clough. "That was so hard, waiting for another heart. People were praying for her at work. The way it all turned out, it's pretty close to a miracle, as far as I'm concerned."

Because in the end, it did work. A second heart became available. A second transplantation was performed on June 18th (by Drs. Vlahakes and David F. Torchiana) and this time, her recovery was smooth and rapid. Although she must build back gradually to an active lifestyle and take immunosuppression medication for the rest of her life, Lisa Clough is looking forward to leading an otherwise totally normal life.

"I don't know if my goals sound trivial," said Mrs. Clough, a small woman with straight brown hair who kept a poster-sized photograph of her son and daughter next to her hospital bed, "but what I'm looking forward to the most right now is just being home with my family and my friends. I want to hold my children again."

She said she is profoundly grateful to the team of care-givers at the MGH. "Everyone boosted me," she said. "The doctors, the nurses, the dietitians, the woman who came in to clean my room. Everyone came together to help me, to enable me to continue on."

The Cloughs, through their own experiences, have become ardent supporters of organ donation. "I'm an organ donor now," said Mr. Clough. "If something ever happened to me I'd hope they would use whatever they could to save someone else's life."

"Somewhere," said Lisa Clough, "I don't know where, there was a family who found the strength during a terrible time to donate the organs of a loved one. And because of their strength, I'm here today. I'll never forget that."

The New England Organ Bank said the need for all kinds of organs remains enormous.

Temporary artificial hearts like the Abiomed BVS system (which sit outside patients' bodies and takes over the work of the ailing natural heart) are already in use. With numerous types currently being refined, temporary artificial hearts are far closer to becoming standard therapy for physicians than are the "permanent" artificial hearts like the Jarvik used in the early 1980s, which replace patients' natural hearts, but which have not yet been used with much success anywhere in the world. Abiomed and the MGH are collaborating now on the design of an artificial heart that would be implantable and permanent, but this project is still early in its development.

The Chief of the MGH Transplant Service is Dr. A. Benedict Cosimi. In addition to those already mentioned, physicians who were closely involved with Mrs. Clough's care include Drs. Marc Semigran and Richard Liberthson. Her nurses included Susan Grainger, Siobhan Finn, and Nancy Gulino. The coordinator of the hospital's heart transplantation program is Ms. Sally Keck.

MGHers return from the Gulf

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Another common ailment afflicting the Iraqi P.O.W.s was hypothermia (abnormally low body temperature caused by continued exposure to the cold). It gets very cold at night in Saudi Arabia and Kuwait during the winter months with temperatures sometimes dropping below freezing. "Many of the Iraqi soldiers we treated were wearing nothing more than T-shirts and tattered, threadbare fatigue pants," Mr. Randolph said. "Others were wearing civilian clothes. Some were barefoot. Others were wearing sandals or shower thongs."

Mr. Randolph was assigned to supervise 65 hospital corpsmen. He provided medical training in cardiopulmonary resuscitation, intravenous drug line placement and cleaning, wound identification and dressing, and the management of the type of injuries that might be caused by nuclear, biological, or chemical warfare.

Mr. Randolph said that overall his service in the Gulf was a good experience. "I was able to use the knowledge I have gained in over 20 years in the military," he said. (Mr. Randolph also served in Vietnam.) "And I was able to allay the fears of a lot of the corpsmen and to be a father figure."

But he did say that it is great to be back. "When we arrived at Camp Edwards and came over the Bourne Bridge," he said, "people lined the street waving flags and yellow ribbons. They were cheering and crying. They were all genuinely happy to see us and greeted us very warmly." And getting back to the MGH, he said, "is like coming home to a real family." Mr. Randolph returned to work last month.

Esther Simmons of Vascular Surgery joins Eleanor Irving (left) at Ms. Irving's retirement party in June. Ms. Irving worked at the White Building Information Desk. She was an MGH employee for 22 years.

Retirements

Congratulations to the following employees who retired this year:

January

Dorothy Bell, Nursing, 23 years
Mamie Debnam, Dietetics, 26 years
Meta Fontellio, Central Supply Room, 11 years
Margaret MacDonald, Nursing, 34 years
Ruby Sharp, Dietetics, 18 years
Benjamin Tanks, OR Administration, 28 years

February

Marie Clark, Dermatology, 17 years
Salvatore DiCecca, Orthotics Workshop, 12 years
Marion Griffiths, Central Admitting, 24 years

March

Ulerick Bernier, Animal Care, 8 years
Frances Edwards, Building Services, 33 years
Lois Filocamo, General Store, 5 years
Walter Gonczarek, Environmental Services, 20 years
Geneva James, Dietetics, 18 years
John McCluskey, Buildings and Grounds, 17 years
Jean Travers, Pharmacy, 38 years

April

Kathleen Contrado, Pathology Lab, 14 years
Arthur Ford, Finance, 36 years
Elinor Sundquist, Oral & Maxilliofacial Surgery, 6 years
Mabel White, Dietetics, 21 years

May

Matibelle Allen, Building Services, 21 years
Harold Brooks, Dietetics, 15 years
Anna Kohut, Linen Control, 18 years
Mary MacLean, Nursing, 20 years

June

William Cain, Jr., Cardiovascular, 30 years
Antonio Dias, Environmental Services, 18 years
William Doherty, Radiation Medicine, 13 years
Edmund P. Greenwood, Employee Health Services, 28 years
Vincent Izzi, Bunker Hill Health Center, 10 years
Leone Joseph, Building Services, 23 years
Cora Reynolds, Surgical Day Care, 22 years
Alma Robinson, Environmental Services, 23 years
Rosa Whyte, Building Services, 43 years

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

19 September 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Something to Feel Good About

MGH gears up for United Way season of giving

The MGH next month will kick off its annual United Way campaign. The theme for this year's campaign is "Something to Feel Good About." MGHers can certainly feel good about their effort last year when more than 1,580 employees donated a record $189,000 to the organization.

Partners in Caring, Partners in Sharing is a unique partnership between the United Way and the MGH that allows a portion of MGH pledges to be returned to the hospital's Department of Social Service. Based on last year's pledges, the United Way is donating $35,099 to help meet the needs of MGH patients and their families. Monies donated through *Partners in Caring, Partners in Sharing* have been used to assist chemotherapy patients with transportation, to provide patients with emergency food assistance, to rent wheelchairs or other home-care equipment for patients who could not afford them, and to pay for homemaker services for an elderly patient. If we exceed last year's pledge, a percent of our contributions can again be donated back to the MGH.

Campaign activities will be held in many locations around the hospital and at MGH East from October 7-11. On the last day of the campaign, there will be a drawing for 24 prizes donated by the MGH and area businesses. Prizes include a day off with pay, two round-trip airline tickets donated by American Express Travel Services for anywhere in the United States, free parking in the front garage for one month, a weekend for two at the Holiday Inn in Boston, Bruins and Patriots tickets donated by Dr. Bert Zarins, and complimentary dinners at Ann's Restaurant, Siam Cafe, the King & I, Rebecca's, and the Metro Diner. Employees enter the drawing by filling out a pledge card for a donation to the United Way. Pledge cards will be distributed in employee paychecks on October 3.

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MGH buys Charles Street Jail

The Commonwealth has handed over the keys to the Charles Street Jail to the MGH, concluding a process that started in 1985. For the past month MGH Buildings and Grounds crews have been surveying the facility. Portions of the structure will be removed to make way for temporary additional parking space mostly for patients and visitors. Future plans are not finalized, but the hospital is examining several options. In January, just before Governor Dukakis left office, he finalized the sale of the property to the hospital for $16 million. The transaction concluded a process that began with legislation passed in 1985 authorizing construction of a new jail for Suffolk County. The new facility is now complete and in operation on Nashua Street in

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Earlier this year cell blocks were removed from the Charles Street Jail to other correctional facilities. The MGH will use the land for parking for patients and visitors.

A view from the Clinics Building of workmen clearing the jail yard. In exchange for the option to buy the Charles Street Jail, the MGH sold the State land it needed to construct the new Suffolk County Jail on Nashua Street in Boston.

Working! helps employees work smarter

Most companies these days are trying to do more with less. That means more pressure on employees to be more efficient. But oftentimes employees feel they don't receive enough training or information about the goals of their department and their role in meeting those goals. To address these issues, Training and Development put together a program that would help empower employees to take control over their work and their productivity.

Working! teaches a variety of skills including how to resolve problems with co-workers or managers, listen effectively, ask questions and define assignments, take initiative, and work more effectively.

"If employees can understand their responsibility for managing their work and their contribution to the organization, then there is an increase in self-esteem and self-worth," said Klara Sztucinski, Manager of Training and Development. "If employees can learn to resolve issues with coworkers and bosses in a timely manner, they can take charge of problematic situations. And if employees learn to ask questions to help clarify assignments, they can be more productive."

As Assistant Foreman in Buildings and Grounds, Dominic DeSalvo oversees the work of 18 employees. "We maintain the grounds, do the plumbing, electrical work, and light construction," he said. "We have quite a shop here and excellent mechanics." An important part of Mr. DeSalvo's job is communication. "My job is to delegate the work," he said. "Before when I would have to speak to people, it would bother me sometimes. Now because of the Working! class, I have better communication skills. With good communication you can get things done a lot quicker and a lot better."

Dominic DeSalvo, Assistant Foreman in Buildings and Grounds, said that Working! had the greatest impact on his communication skills. Here he reviews an assignment with MGH Plumber Michael Hartnett.

Each Working! program entails 15 hours of classes, and participants are required to attend all meetings. This fiscal year, Training and Development conducted 49 sessions of the workshop. And the department has recently introduced Working! II, a follow-up of skills introduced in Working!

"This program gave me a sense of professionalism," said Monika Schlaak, a Patient Financial Aide Representative in Admitting. "It made me take my job more seriously. It helped me to step outside of my job and understand how important it is."

Last year, the Working! program graduated 650 employees from such departments as Admissions, Buildings and Grounds, Physical Therapy, the Blood Transfusion Service, Fiscal Affairs, Nursing, and Dietetics. "Having employees from all areas of the organization come together to work on common problems helps break down many barriers," said Ms. Sztucinski. "We

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In General

Phillip J. Balasa is the new administrative director of Emergency Services. Mr. Balasa has a strong background in Emergency Medical Services and hospital administration. He has worked in a variety of hospitals, most recently as Vice President of Administration at the Waltham-Weston Hospital and Medical Center. Mr. Balasa holds a bachelor's degree in Business Administration and Economics from Indiana University and an MBA from George Washington University.

Miriam "Miki" L. Marino, RTR, has been appointed Administrative Director of Radiology Operations.

A graduate of Bunker Hill Community College and the MGH School of Radiologic Technology, Ms. Marino brings a wealth of experience to her new role. A former staff technologist, and then a head technologist on Baker 1, she was selected as the first area manager of Ambulatory Radiology in the WACC. As area manager, Ms. Marino was instrumental in coordinating the successful move of outpatient, orthopedic, and breast imaging efforts of the department to the WACC. She has also been responsible for the management of Radiology's Professional Services Corporation efforts at Charles River

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Working!

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must remember that we are all committed to working together to provide quality patient care. Working together on productivity issues helps us achieve that goal by opening up the lines of communication."

Training and Development can customize the program for a specific department. They encourage managers to attend an overview session about Working! that will help them facilitate a transfer of employees' new skills to the workplace. And for managers who want to improve their own productivity, Frontline Leadership is the equivalent of Working! for management.

Training and Development has many programs to address the career growth needs of MGH employees. The department has a telephone hotline available 24 hours a day for program updates and registration. The number is 932-5356.

Monika Schlaak, a Patient Financial Aide Representative in Admitting, said the Working! program helped her understand the importance of her job. "It makes you really think about what you do and how important your job is," she said.

Working! graduation ceremonies have been a big hit. Graduates of the program get to practice their new skills by asking senior administrators tough questions. From left: Debbie Novak and Klara Sztucinskii of Training and Development; Thomas Rothwell, Vice President of Human Resources; and Dick Crater, Associate General Director for Administration and Finance, answer graduates' queries.

Veronica Farguarson of Dietetics completed the Working! program earlier this year. "As I met different people in the program," said Ms. Farguarson, "I realized that there are a lot of people out there that I can learn from. We all can learn from each other."

Former MGH Chief of Dietetics dies at 91

Marion Floyd Ackerman, Chief Dietitian of the MGH from 1930 to 1949, died in July at the age of 91. At the time of her death she was residing in a retirement facility in Orlando, Florida.

Ms. Ackerman led the Dietetics Department through a period of dramatic change. It was during her tenure that the hospital's food service system became centralized, handling the purchase, preparation, and service of food for patients, visitors, and employees. In 1934 the responsibility for purchasing food and dietetics supplies was shifted from the hospital's purchasing department to the Dietetics Department. It was also at this time that MGH dietitians took over from nurses the responsibility of serving food to patients. In addition, under Ms. Ackerman's leadership, the MGH opened its first pay cafeteria where employees and visitors could get meals.

Ms. Ackerman was Chief Dietitian at the height of the Great Depression, which forced the closing of the Phillips House Kitchen and necessitated using the Baker Kitchen for all food service. During her tenure, the George Robert White Building, with its massive food service facility, was planned, built, and equipped.

Ms. Ackerman was born in Boston May 7, 1900. She graduated from Simmons College in 1922 and received post-baccalaureate training in dietetics at the Peter Bent Brigham Hospital. She served as president of the Massachusetts Dietetic Association from 1946 to 1948. In 1949 she was appointed chief of the Dietetics Section of the former United States Public Health Service Hospitals. She served in this capacity for five years.

Ms. Ackerman is survived by her husband, Herbert Ackerman, of Orlando, and a stepson, John Ackerman, of Marion, Massachusetts. Donations in memory of Ms. Ackerman may be made to the Louise Hatch Fund (for continuation of excellence in dietetic education and practice at the MGH and the MGH Institute of Health Professions), c/o Mary Carey, Ph.D., R.D., Director, Dietetics Program, MGH Institute of Health Professions, 15 River Street, Boston, MA 02108.

United Way

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There are many interesting activities planned for the week of the campaign. On Monday, October 7, the MGH will put on a "Hats off to the United Way" event where United Way representatives will give away caps to MGH employees and visitors. On Wednesday, October 9, the campaign will give away free juice in the main cafeteria. On Thursday clowns will hand out bags of peanuts. The finale event on Friday October 11 is an ice cream bash in the general cafeteria and at MGH East. Information about the United Way will be distributed around the hospital throughout the week.

The United Way Massachusetts Bay supports more than 200 agencies in 81 cities and towns in eastern Massachusetts. These agencies provide assistance to more than 1.7 million people. The United Way helps fund programs to prevent child abuse, provide home health care for the elderly, prevent drug and alcohol abuse, fight racism and discrimination, pursue cancer research, provide health care education and patient services, and feed the hungry and homeless. Twenty three percent of United Way funds go to health care education, treatment, and research.

When you give to the United Way, you can specify which agency you would like to receive your contribution or you can donate to a general fund. And, an all-out effort this year will likely mean that part of your donation will benefit MGH patients.

The employee committee coordinating the campaign is chaired by MGH Assistant General Director Jeff Davis.

What's happening

Buildings and Grounds Appreciation Day

The MGH will honor its ace fix-it-uppers with MGH Buildings & Grounds Appreciation Day, Thursday, September 19. From 10:00 a.m. to 3:00 p.m., the department will sponsor demonstrations and information booths under the Bulfinch tent .

The theme for the celebration is "How we serve you every day." In addition to finding out what the MGH tradesmen and tradeswomen do, MGHers can also get answers to questions about their own home repair needs. If you want to know how to build a deck, who better to ask than an MGH carpenter. If you have questions about a ventilation system that will keep the bathroom wallpaper from peeling, proper care of rhododendrons, how the videocasette recorder works, or how to select a home security system, try asking the professionals who deal with similar issues every day.

Trades that will have booths under the tent include Carpentry, the Electric Shop, General Construction, Grounds, Plumbing, Heating, Ventilation, and Air Conditioning, the Sheet Metal Shop, Preventative Maintenance, Biomedical Technical Support, the Paint Shop, Automotive Repair, Plant Operations, and Automation. Members of the department's management team also will be on hand for questions.

Included in the festivities are an awards breakfast in the East Cafeteria for department employees and a departmental picture to be taken on the Bulfinch steps. In addition, there will be entertainment, refreshments, and door prizes under the tent.

The MGH gets crafty LVC to hold crafts fair in October

The Ladies Visiting Committee will hold its second annual MGH Crafts Fair under the Bulfinch tent from 10:00 a.m. to 4:00 p.m. on October 2-3. The fair will feature the arts and crafts of MGH employees and their families. Last year's event drew a packed crowd and rave reviews. So do your Christmas shopping early, and discover your coworkers' many talents.

General Store to hold clearance sale under the tent

The general store will hold a fall clearance sale under the Bulfinch tent on Monday, September 23, from 10:00 a.m. to 4:00 p.m. Be there for some great buys.

Tennis Anyone?

The MGH Tennis League is gearing up for a new season and welcomes new players. The league meets on Fridays from 5:30-8:30 p.m. at the Charles River Park Tennis Center. Two introductory sessions will be held on October 4 and October 11 at Charles River Park where participants can get more information about the league and get a game or two in as well. Come early and dressed for tennis. Players will be matched with others of similar ability, and sets will go on at 5:30, 6:30, and 7:30 p.m. Regular league matches will begin on October 18. Call Phillip Dee at 6-6136 or Rosalie Christiana at 547-1386 for more information.

MGH celebrates differences with 2nd Annual Cultural Diversity Festival

Where can you shop for multicultural books, dance the Lambada, sample foods from around the world, and enjoy the music and dance of China, Africa, Ireland, the Caribbean, Israel, Scotland, Central America, Brazil, India, and Italy? Where else but under the Bulfinch tent and in the General Cafeteria during the MGH's second annual Cultural Diversity Festival on Wednesday, September 25. This year's festival theme, "Strength in Diversity," highlights how the many cultures represented at the MGH contribute to realizing the MGH commitment to good quality patient care.

A multicultural menu, incorporating employees' recipes entered in the MGH recipe contest, will be featured in the General Cafeteria throughout the day. In addition to having their recipes served in the cafeteria, winners of the recipe contest will be recognized in the MGH Hotline and receive a $5 meal coupon for one of the MGH cafeterias.

Free popcorn and cotton candy will be available under the Bulfinch tent. And educational displays from such organizations as the Somerville Portuguese American League, the Chinese Song-Zhu Cultural Association, Scottish Connections, the Consulate of Israeli Cultural Affairs, and others will also be under the tent. Also WGBH (Channel 2) has donated videos of cultural programs; the Peabody Museum of Salem will feature a display; and Asian poet Sara Ting will give a reading of her work. The MGH Interpreter Service will have a booth; MGH employees will do an Island hopper display; and the hospital will feature two interactive displays and an information booth focusing on diversity at the MGH. There also will be a contest to identify the countries of origin of artifacts displayed in the window of the General Store and in the trophy case in the General Cafeteria. Winners of the contest will receive prizes such as passes to the Omni Theatre at the Museum of Science.

If you would like more information about the festival or wish to volunteer or help put together a display, call Maureen Sonnie, Employee Relations Representative, at 6-5139.

Flags of the MGH

Planners of the Cultural Diversity Festival would like to display the flags of as many nations as possible, but they need your help. If you have a flag that can be displayed the week of September 23, call Kathy Long at ext. 6-5139. Flags should be approximately 2 X 3 feet.

The Urology Service has newly renovated academic and administrative space on the 11th floor of the White Building. The Service also has expanded space on WACC 5. Here Dr. Scott McDougal, Chief of Urology, talks with Mrs. Wyland Leadbetter at a reception in the Service's newly renovated library. Members of the Urology Service and people involved in the planning of the expansion attended the reception.

MGH Basketball League begins a new season

The MGH Basketball League will soon start its 17th season. In the 1970's when the league began, the team to beat was *The Warriors.* They won three championships in the 1970s and went undefeated one season. But along came *The Generals* with five championships in the 1980s and one in 1990. They also went undefeated one season. *The Warriors* and *The Generals* are still around, and MGH basketball aficionados are betting on which will be the team to beat in the 1990s. The league starts in October. If you are interested in playing on a team call the Commissioner of the MGH Basketball League, Forest Mixon at 6-6914.

MGH holds workshop on menopause

The Vincent Memorial Hospital and the MGH Gynecological Service will hold a workshop on menopause on Saturday, October 5, from 7:30 a.m. to 2:00 p.m. in the Shriners Auditorium. The workshop, entitled "Perspectives in Midlife Health Care," will include seminars on screening and treatment of cancers that increase with aging, hormone drug therapy and cancer risks, breast cancer screening, osteoporosis, as well as hot flashes, and cultural and psychological aspects of menopause. Registration is free but limited. Call Astrida Ramrath at 726-3999 to register or if you need more information.

Bulfinch Temps offer MGH new services

The Bulfinch Temporary Service is now offering a word processing service called *Temp Works.* The service has a work station with a dictaphone and an IBM PC with two software packages; Multimate and Word Perfect. The service is available days, evenings, and

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In general

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Park and the Physicians Office Building. In recent months, Ms. Marino has been serving as Interim Director of Radiology Operations.

Susan Loomis, RN, ANP, has been promoted to Director of the Employee Health Service. Ms. Loomis has been at the MGH for more than 10 years, first as a staff nurse, and most recently as Worker's Compensation Coordinator. Ms. Loomis holds an MSN from Simmons College and is a graduate of their Occupational Health Nurse Practitioner Program. In her new role Ms. Loomis is responsible for the development, coordination, and implementation of the hospital's occupational health program.

In addition, **Dr. Elisha Atkins** has assumed the role of Medical Director of the Employee Health Service. Dr. Atkins has been at the hospital for many years, both as a member of the Occupational Medicine Clinic and the Adult Medicine Unit of the Chelsea Health Center. Dr. Atkins is a recognized expert in the treatment of occupational diseases, a competency that will be critical as the MGH further refines its occupational health program. Dr. Atkins is a graduate of the University of Connecticut School of Medicine and holds a master's degree in Occupational Medicine from the Harvard School of Public Health.

The American Cancer Society has awarded **Dr. Anil Rustgi**, a researcher in the Laboratory of Molecular Genetics at the MGH Cancer Center and a member of the MGH Gatrointestinal Unit, a one-year Physician's Research Training Fellowship. One of only seven granted to physicians each year, the award is intended to support Dr. Rustigi's research in understanding mechanisms involved in the growth of two tumors: neuroblastoma, a tumor arising primarily from the adrenal gland, and colon cancer.

Doris Nolan, EdD, RN, and **Barbara Roberge**, RNC, MS presented an abstract, "A Model for Gerontological Nursing Education in Acute Care," at the 43rd Annual Meeting of the Gerontological Society of America.

The American Cancer Society has awarded MGH scientist **Gary Ruvkun**, Ph.D., a five-year Faculty Research Award. Dr. Ruvkun pursues research into the mechanisms that control the behavior of cells during development. Because it is exactly this process that has gone awry in cancerous cells, it is hoped that the basic research of Dr. Ruvkun and his colleagues may one day contribute to a greater understanding—and possibly control—of the causes of cancers. Dr. Ruvkun is Associate Molecular Biologist at the MGH and Associate Professor of Genetics at Harvard Medical School.

MGH physician **Dr. James Thomas**, Assistant Professor of Medicine at Harvard Medical School, is the recipient of the 1991 Bayer Fund for Cardiovascular Research Award. The award, one of three given nationally, carries a two-year $70,000 stipend. Dr. Thomas is studying fluid dynamics of intracardiac blood flow in patients undergoing cardiac surgery. Greater understanding of how blood flows through the heart will help physicians better diagnose diastolic dysfunction (failure of the heart to properly fill with blood).

Judith A. Spross, MS, RN, OCN, Assistant Professor of Nursing at the MGH Institute of Health Professions, is the new President of the Boston Chapter of the Oncology Nursing Society. She also chaired the Society's Task Force on Cancer Pain, which led to coauthorship of a position paper on cancer pain. The paper, entitled "Pain in Persons with Cancer," defines the responsibilities and scope of practice for professional registered nurses in relation to cancer pain management. It was published in *Oncology Nursing Forum*.

Billie Fernsebner, RN, MSN, CNOR, is the author of a monthly column in the journal *OR Manager*, entitled "Quality Assurance in the OR." She has also been appointed a member of the American Nurses Association HIV Resource Task Force.

Virginia Capasso, RN, MSN, **Liz Ryder**, RN, MSN, **Joanne Baggerly**, RN, MS, and **Daniel B. Carr**, MD, are co-authors of a poster: "Continuous Epidural Analgesia in a Non-ICU Setting." The poster was presented at Cultivating a Community of Scholars, a conference sponsored by Northeastern University School of Nursing. In addition, **Ms. Capasso** and **Mary-Li Bilodeau**, RN, MS, CCRN, CS, published an article entitled "Peripheral Arterial Thrombolytic Therapy" in Critical Care Nursing Clinics of North America.

The American Society of Emergency Radiology has installed **Dr. Robert A. Novelline** as President. Dr. Novelline is Director of Emergency Radiology at the MGH and Associate Professor of Radiology at Harvard Medical School.

Suzanne O'Connor, RN, MSN, recently lectured on "Transforming Resistance to Achieve Success in Case Management," at a workshop sponsored by the Center for Case Management.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

What's happening

from page 3

weekends and costs $20 per hour. Call 6-5861, and a temp will pick up your work and return it when it is finished.

Beginning October 1, Bulfinch Temporary Service also will provide the Department of Nursing with temporary sitters. A sitter is an employee trained to provide constant safety observation of a patient identified to be at risk for causing injury to self or others.

Calling all research nurses

The MGH Research Nurses Forum meets at 8:30 a.m. on the third Thursday of each month. The September 19 meeting will be held in the Endocrine Conference Room on the 5th floor of the Bartlett Hall Extension. All research nurses are encouraged to attend. For more information call Karen Lynch, RN, at 6-8980 or Diane Cocca-Spofford, RN, at 6-8228.

Research study on shingles needs volunteers

The Dermatology Clinical Investigations Unit of the Harvard Medical School Department of Dermatology at the MGH is currently undertaking a clinical trial of a new drug which may be useful in the treatment of shingles (a viral disease characterized by nerve pain and blisters). Researchers are seeking patients with the early onset (within 72 hours) of the rash characteristic of shingles (either new or recurrent) who are 18 years of age or older and in otherwise good health, except for their shingles. Compensation is provided. Please call 726-5066 if you are interested.

Health and Wellness from Employee Health

Employee Health runs a variety of health and wellness programs for employees including programs on smoking cessation, alcohol and drug abuse treatment and prevention, stress reduction, and aerobics. Upcoming events include the following:

- **Substance Abuse**. A video series on substance abuse will be held in the Lower Amphitheater on Clinics 1 and at Building 149, Charlestown Navy Yard (CNY), in the 7th floor auditorium. No preregistration is required. The video entitled "Families of Alcoholics" will be shown in the Clinics Amphitheater on October 1 at 5:30 p.m. and on October 2 at 6:30 p.m. It also will be shown at CNY, October 3, at noon.

- **Stress Reduction**. Employee Health will conduct a workshop entitled, "Achieving Balance—How to Handle the Stress of Work and Family Life," from 9:00 a.m. to noon on September 24 and October 21. A workshop entitled "Transforming Stress into Power by the Energy Director System" will be held October 10 from 10:00 a.m. to noon and November 6 from 2:00 to 4:00 p.m. Preregistration is required for both workshops .

- **Ongoing and Upcoming**. Employee Health has ongoing employee programs in CPR, Aerobics, Yoga, Meditation, and Smoking Cessation. Upcoming events include Breast Awareness Month in October, a personal safety fair on October 9, and the Great American Smoke Out in November. For more information about upcoming programs, call Employee Health at 6-1625.

Wellman Labs offer Photomedicine Lecture Series

The Wellman Laboratories' Photomedicine Lecture Series features monthly lectures of interest to clinicians and researchers. The lectures are held in the Wellman 1 Conference Room, Tuesdays from 5:00-6:00 p.m. Coffee is served at 4:30 p.m. Call 6-3995 for more information.

Jail

from page 1

Boston. But to build the new Suffolk County Jail, the State needed land owned by the MGH. The Commonwealth granted the hospital the option of acquiring the Charles Street Jail for its fair market value in exchange for the Nashua Street property. The hospital decided in October 1990 to buy the jail. But because of overcrowding in the correctional system, the MGH agreed to allow the State to continue to use the facility as a jail through June 30 of this year.

The State has turned over the keys to the Charles Street Jail. Here John Messervy (left), the MGH's new Director of Planning, accepts the keys to the jail from Gerald Solomon, Associate General Counsel for the Massachusetts Division of Capital Planning and Operations.

26 September 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

MGH founders find a home

Hospital names historic building Founders House

On Ether Day, as the hospital recognizes the service of its employees, the MGH will also recognize those individuals who helped it come into being. On Ether Day, October 18, the old Phillips House building will be renamed the Founders House in recognition of the 56 Bostonians who planned and helped pay for Boston's first hospital.

The Phillips House now occupies the top three floors of the Ellison Building. The Founders House will be used for office space, and it will likely continue as a site for patient care until construction of Tower II is complete.

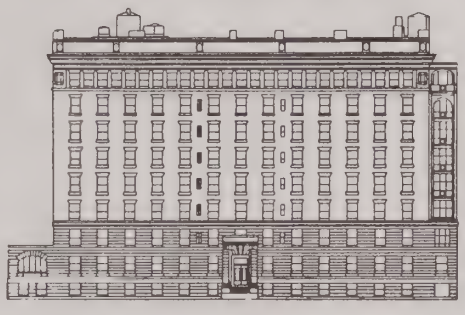
In 1811 the Massachusetts General Hospital was incorporated by the Massachusetts legislature at the request of a group of men including Drs. John Collins Warren and James Jackson, the Rev. John Bartlett, former U.S. President John Adams and President-to-be John Quincy Adams.

It all began as the Rev. Mr. Bartlett walked the narrow hallways of the Boston Almshouse (where he served as Chaplain for three years). The Almshouse was where Boston's mentally or physically ill poor were housed. He was especially moved by a sea captain named Jones who was brought in, placed in a straight jacket, and thrown into a small cell with only straw for a bed and a bucket in which to relieve his needs. "The violent were confined in strait [sic] jackets, and the filth and wretchedness of the place were dreadful,"[1] he writes.

The Rev. Mr. Bartlett called a meeting of prominent Bostonians to consider establishing a hospital for the mentally ill. At that meeting were Drs. Warren and Jackson who proposed also building a hospital for the sick. Because they feared being overly ambitious, they first took donations for the hospital for the mentally ill for which Massachusetts Lt. Gov. William Phillips pledged $20,000.

Lt. Governor Phillips, however, was not the hospital's first donor. Thomas Hancock, between 1760 and 1770, was the first Bostonian to give monies to establish a hospital. And November 12, 1798, Thomas Boylston Esq., established a trust to the town of Boston for a small-pox hospital and mental health institution. But the law firm that was executor of his estate went out of business and the monies were never recovered. The first monies actually realized by the MGH were donated on April 18, 1797 by Lt. Governor Phillips' father, the Hon. William Phillips, who set aside $5,000 of his estate to establish a hospital.

"The ward will be hereafter called 'Phillips House,' so named in honor of William Phillips, formerly Lieutenant Governor of Massachusetts, and his father of the same name who was the first citizen of Boston to bequeath a considerable sum to the hospital, which bequest, supplemented by gifts from his family, was of the greatest importance in the early critical days." [From the Trustees 1917 report.]



The Phillips House 1917.

Drs. Warren and Jackson continued to raise funds and in August 1810 penned the hospital's first fundraising letter. "It has appeared very desirable to a number of respectable gentlemen, that a hospital for the reception of lunatics and other sick persons should be established in this town," they wrote. "It is unnecessary to urge the propriety and even obligation of succoring the poor in sickness...When in distress, every man becomes our neighbour [sic]."[2]

These efforts came to fruition when the Massachusetts General Hospital opened in 1821. Dr. Warren was the MGH's first surgeon and Dr. Jackson the hospital's first physician. (On October 16, 1846, Dr. Warren performed the historic operation that was the first demonstration of the use of ether for anesthesia). The Rev. Mr. Bartlett's dream of a hospital for the mentally ill was realized in 1817 when the McLean Asylum (now McLean Hospital in Belmont) opened in Charlestown.

continued on back

For many years, the Massachusetts General Hospital provided care exclusively for the poor. Boston's rich, however, as was the custom were cared for in their homes by private physicians. These private doctors would perform surgery on their patients, often using the top of the kitchen table or an ironing board as an operating table and cleaning their instruments in the milk pan. Hospitals were considered the place of last resort. But with the discovery of antisepsis and anesthesia, the quality of care in hospitals greatly increased, and Boston's affluent began to lament that the poor received better medical care than they did.

So in the early part of this century, the Phillips House was built to provide health care to wealthy patients. With the Phillips House was born the private service. And as a result began the first time that hospital physicians were paid fees directly by their patients.

Dr. J. Collins Warren, the grandson of MGH founder Dr. John C. Warren, was May 17, 1917, the first patient admitted to the Phillips House. Dr. Warren recovered from his ailment though he at first had to put up with unmade beds, mismatching dishes, and cold food. (Dr. J. Collins Warren was the MGH surgeon who introduced Lister's methods of antiseptic surgery in the United States. He also established the celebration of Ether Day).

The Phillips House was treated as a separate hospital (as was the Baker Building, the first hospital building in the country designed for people of moderate means). Patrons left monies exclusively to the Phillips House, and it has always had its own endowment. During the hospital's last Capital Campaign, donors again gave monies exclusively to the Phillips House—toward its reestablishment in the hospital's new Ellison Building. Its spirit and name live on in that facility. The MGH has named the original building the Founders House, keeping alive the legacy of those who declared "Every man is our neighbor" and began an institution as tied to Boston's roots as it is to its future.

Founders of the MGH

First members of the Corporation

There were 56 members of the corporation—two of the first trustees of the MGH and anyone who gave $100 or more to the hospital. (The remaining 10 trustees were eventually elected to the corporation). John Adams (second President of the United States) moderated the first meeting of the corporation on April 23, 1811.

Names of the original Corporation read like a Who's Who in early Boston and American history:

James Bowdoin, John Adams, Elbridge Gerry, Theophileus Parsons, William Gray, John Thornton Kirkland, Harrison Gray Otis, Christopher Gore, William Eustis, William Phillips, John Quincy Adams, Henry Dearborn, Levi Lincoln, Isaac Parker, Joseph B. Varnum, George Cabot, Perez Morton, Thomas Dawes, Thomas Hazard, Jr., Thomas Cutts, Israel Thorndike, Mathew Bridge, Samuel Brown, James Perkins, David Tilden, John Lowell, Samuel Dana, Joseph Story, William King, Samuel Fowler, Marshall Spring, Thomas H. Perkins, Thomas C. Amory, Benjamin Bussey, Aaron Hill, William Heath, Thomas Kittredge, James Prince, Benjamin Green, Thomas Melville, Joseph Coolidge, Elias H. Derby, John C. Jones, Jonathan Davis, Jonathan Harris, James Mann, Timothy Childs, Daniel Kilham, Benjamin Crowninshield, Arnold Wells, Jonathan Amory, Robert Hallowell, Andrew Craigie, John Warren, Richard Sullivan, William Payne.

First Board of Trustees

Col. Thomas H. Perkins, Josiah Quincy, Daniel Sargent, Joseph May, Stephen Higginson, Jr., Gamaliel Bradford, Tristram Barnard, George G. Lee, Francis C. Lowell, Joseph Tilden, John L. Sullivan, Richard Sullivan.

Early Donors not previously listed

Thomas Hancock, Thomas Boylston Esq., Hon. William Phillips

Present at the first meeting called by the Rev. Mr. Bartlett

The Rev. Mr. Bartlett, Sam Smith, Barney Smith, Francis D. Channing, Esq., Thomas Perkins, Joseph May, Drs. J.C. Warren, James Jackson, and J. Gorham.

Notes:

1) Myers, Grace Whiting. History of the Massachusetts General Hospital, June, 1872, to December, 1900. Griffith-Stillings Press. Boston, MA. 1929. pp. 10-11.
2) Bowditch, N.I. History of the Massachusetts General Hospital 1810-1851. Printed by the Trustees from the Bowditch Fund. 1872. Boston, MA. pp. 3-4.

MGH HOTLINE

10 October 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

The MGH became "smoke-free" on August 1. Here Linda Lass-Schuhmacher, Health Education Coordinator for Employee Health Service, fills a bowl with candies. To her left is Ruth Dempsey, RN, Head Nurse on Ellison 13. To resist the urge to smoke, try eating a hard candy, or chewing a stick of cinnamon or a piece of sugarless gum.

The MGH is kicking butts You can too

Go out and buy yourself 350 long-stemmed red roses. It won't cost you anything more than a commitment—to stop smoking. If you quit a one-pack-per-day habit, you could save enough money in a year to buy those roses. And you would deserve it, because quitting is hard. According to the 1990 Surgeon General's report, nicotine is as addictive as heroin or cocaine. And most people who try to quit try three times before they succeed. Nancy Schlossberg hated smoking. She hated the stigma associated with the addiction. She hated the way it made her feel. But she continued smoking one and a half packs per day for 24 years.

"There was nothing about smoking that I liked," said Ms. Schlossberg, an executive office assistant in the Cardiac Unit, "except that it felt relaxing. But in this day and age it's rather difficult to have a cigarette and relax because everybody looks at you. I knew the hospital was going to change its policy, and I figured that there was no time like the present to quit."

"People have pretty much rationalized the health risks of smoking," said MGH internist and national smoking policy expert Dr. Nancy Rigotti. "What is helping people to quit nowadays is the fact that it is getting harder to be a smoker. A lot of people say that when they can no longer smoke at work, then it's too much trouble."

The MGH's new smoking policy went into effect on August 1. It bans smoking in all areas of the hospital except in rare cases where compassionate concerns outweigh the need to strictly enforce the policy (such as when a terminally ill patient wishes to smoke)—and even in those cases a physician's written order is required.

turn to "You can quit too" page 4

Tips to Quit

If you are trying to quit smoking or just make it through the day with fewer cigarettes, try these tips to quit:

Chew a stick of cinnamon—it's the right size and shape, occupies your hands, tastes good, and has no calories.

Have a drink of water, or a piece of sugarless gum or candy.

The MGH offers aerobics, meditation, and yoga classes, all of which can help you deal with the emotional effects of withdrawal symptoms and make you heart healthy. They are great activities for non-smokers too. Call Employee Health Service at 6-1625 for information.

MGH tradition changes a bit

Ether Day to recognize 15 and 25 years of service

This Ether Day, October 18, will mark the first formal recognition of MGH employees who have worked at the hospital for 15 or 25 years. Traditionally, Ether Day has recognized employees for 5, 10, 20, 30, 40, 50, or 60 years of service. But last year, several employees suggested at Town Meetings and through the Since You Asked column that employees also be honored for 15 and 25 years of service. A positive response to those suggestions has extended an MGH tradition.

While walking down a hallway at the MGH, Dr. J. Collins Warren overheard a resident asking what ether was. The grandson of Dr. John C. Warren (who in 1846 used ether to perform the first public demonstration of anesthesia in surgery) was appalled that the history of such an important event could be forgotten by the very people who practice medicine at the

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Open house to celebrate chapel's move and 50th birthday

Tuesday, October 22, the Chaplain's Department will hold an open house in the new MGH chapel on Ellison 1. From 1:00 - 4:00 p.m., representatives of the department will conduct tours. A history and stained glass tour booklet will be available for guests.

In addition to introducing the MGH community to the new space, the open house is also an opportunity to celebrate the chapel's 50th anniversary. The chapel will be dedicated the following day at a ceremony at which Dr. J. Robert Buchanan, MGH General Director, will be guest speaker.

Prayer service is held at the chapel Monday through Friday at 12:15 p.m. Roman Catholic Mass is held at the Chapel daily at 4:00 p.m.

Fairs with flair!

MGH hosts cultural diversity fair and B&G Appreciation Day

See pages 2-3

Left: Betty Lange of Human Resources whips up some cotton candy for MGHers at the Cultural Diversity Fair. Right: The Metal Shop constructed the Tin Man for Buildings & Grounds Appreciation Day. See pages 2-3 for stories and photos.

The Cultural Diversity Fair was a festive affair

More than 4,000 MGHers braved pouring rain to attend the hospital's Second Annual Cultural Diversity Fair held under the Bulfinch tent and in the General Cafeteria last month. MGHers jumped to African beats, danced the Lambada, enjoyed Scottish bagpipes, traditional Chinese music and dance, steel drums, an Israeli band, and the music of an Irish fiddler. All told there were 11 bands under the tent and in the General Cafeteria.

The Bulfinch tent was also the site of 21 displays including a booth by the MGH Interpreter Service; a Native American display designed by MGHer John Phillips; a booth by the Chinese Song-Zhu Cultural Association where MGHers could get a personalized name tag printed in Chinese characters; an Island-hopper display designed by MGHers Maude Pond and Mary Chambers; and a Romanian and Lebanese booth designed by MGH employees Leila Carbunari and Samia Awad.

The winner of the contest to identify the cultural artifacts in the General Store window was Danielle Gioioso of Radiation Oncology who identified the geographic areas of ten of the items and the country of origin of eight of the items.

The fair was planned by a committee of 21 MGH employees from the main campus, Bunker Hill Community Health Center, and MGH East. Employee Relations coordinated the event.

The menu in the General Cafeteria that day was made up of recipes submitted by MGH employees in the Cultural Diversity Recipe Contest. Winners of the contest were:

Betsy Barr, Dialysis, Noodle Kugel
Joel Baudoin, Dietetics, Pain Pattate
Agnes Brown, Dietetics, Pigeon Peas and Rice
Mary Chambers, Resources and Development, Chicken Curry
Dr. Mihye Choi, Surgery, Bulgogi Beef
Patricia Concree, Dietetics, Polish Kapusta Soup
Owena Dunn and Clara Grant, Dietetics, Fish Cakes
Diane Kuebler, Cytology Lab, Depression Cake
Patty Lynch, Gray Admitting, Irish Bread
Dee Dee Magers, Training and Development, Spinach Casbah
Filomena Pirro, Employee Assistance Program, Ricotta Pie
Margueritte Santos, Dietetics, Toasted Cabbage
Robert Smith, Plumbing Shop, Sausage Bake

Ether Day

from page 1

MGH. Dr. J. Collins Warren subsequently established Ether Day as a day to remember one of the greatest advances in medical practice.

This Ether Day, the hospital will recognize five employees who have served for 50 years and 1,415 employees with five years or more of service. There will be 217 employees recognized for 15 years of service, and 72 employees will receive 25 year pins. More than two thirds of the MGH's 10,800 employees have worked here for ten years or more.

Many MGHers help make Ether Day a success. Computer Services compiles the names of honorees, and the Registrar's Office provides information on physicians. The Print Shop coordinates the printing of the programs. Dr. J. Robert Buchanan, MGH General Director, signs each of the Ether Day certificates and letters. MGH photographers snap pictures of recipients at the ceremony. George Terzides, Special Projects Manager for Buildings and Grounds, makes the plaques that are given to the 50-year recipients.

The Department of Dietetics caters the reception and the dinner. The red carnation each honoree wears comes courtesy of the Flower Shop. The Electric Shop sets up the microphones, and Environmental Services sets up the chairs for the event. Buildings and Grounds and Police and Security help out too. Connie Leite of Human Resources starts working months ahead of the event on the many details that make Ether Day a special day for employees.

Dr. Buchanan will preside over the ceremony which will be held in the WACC cafeteria at 3:00 pm. W. Nicholas Thorndike, Chairman of the MGH Board of Trustees, will be guest speaker, and Thomas E. Rothwell, Vice President for Human Resources, will be Master of Ceremonies. Names of honorees will be read by Dr. Christopher P. Stowell, Director of the Blood Transfusion Service, and Bonnie Michelman, Director of Police and Security. A reception in honor of service-pin recipients will be held in the Walcott Rooms after the ceremony.

What's happening

Transit Survey can help MGH expand T-pass program

The MGH is considering expansion of its Transit Pass program, but Parking and Commuter Services needs your input. The hospital is looking at the feasibility of providing employee discounts on T-passes and selling passes for Commuter Rail zones 3-11. Zones 3-11 extend outside of Boston as far as Providence, RI, Rockport, Haverhill, Rt. 495, and Gardner.

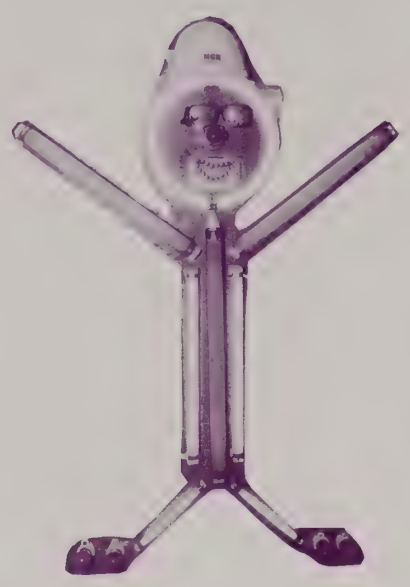
If you did not receive a Transit Survey with your September 19 paycheck, please stop by the Fruit Street Parking Office and fill one out. The deadline for returning surveys has been extended. The survey can help the MGH better plan commuter services to meet employee needs .

Ether Day sale in the Warren Lobby

Ether Day is rapidly approaching. To aid in your shopping, the General Store is featuring a special display of MGH merchandise such as clothing, stationery items, and giftware. The sale will be held in the Warren Lobby on Thursday, October 10, from 10:00 a.m. to 2:00 p.m.

Researchers need volunteers for cartoon study

CARTOON Study: Researchers at the MGH Neurolinguistics Lab (Bartlett 516D) are looking for adults for a cartoon study. The



Buildings & Grounds Fair was a BIG success

More than 5,000 MGHers attended Buildings & Grounds Appreciation Day last month. Festivities included fresh popcorn, snow cones made by the HVAC Shop, and music provided by MGH carpenter Vinny Bonaventura and his band. Displays included informational booths from Carpentry, the Electric Shop, General Construction, Grounds, Plumbing, HVAC, Metal Shop, Preventative Maintenance, Biomedical Technical Support, Satellite Operations, and Automation. Participants received Buildings & Grounds directories, hard hats, and balloons. Prizes were awarded to each shop for their work on the informational booths. Carlton Brown of Carpentry won MGH parking tickets; Dan Ballantine of the Electric Shop, and Rick Braga and Mike Johnson, both of the Plumbing Shop, won MGH sweatshirts; Bob Gallagher of HVAC won a gift certificate to Boston Chicken; Gregory Corbin of the Metal Shop won a subscription to Sports Illustrated; Dick Dingle of Preventative Maintenance won a gift certificate to Harvard Gardens; Dave Harvey of the Paint Shop won an MGH mug; John Rodenheiser of General Construction won a computer class at the Museum of Science; and Joe Viola of Biomedical Technical Support won a gift certificate to Ruby's.

session takes about 30 minutes and pays $7. Call Lavinia Gammon or Kaaren Bekken at 6-6981.

MGH to host Breast Health Awareness Seminar

One of every nine women will develop breast cancer in her lifetime. But early detection and treatment can make a difference. To find out more about how you can better care for yourself, come to the MGH's Breast Health Awareness Seminar. The seminar will be held over a light lunch October 23, from 11:00 a.m. to 2:00 p.m., in the Wellman Conference Room. The speakers are Dr. Daniel Kopans, Director of the MGH Breast Imaging Department, and Dorothy McGrath, Coordinator of the department. The program is sponsored by the Breast Imaging Department, the MGH Cancer Center, Human Resources, and its Employee Health Service. There will also be exhibits on breast health awareness in the WACC lobby from 10:00 a.m. to 3:00 p.m. that day. To make a reservation for the seminar, call 6-5130. Space is limited.

*Volunteers Needed

The Reproductive Endocrine Unit has an immediate need for healthy

turn to "What's happening" page 4

Learn to be MGH Safe at the MGH Personal Safety Fair

Thursday, October 31, the MGH will hold its first Personal Safety Fair in the WACC Lobby from 10:00 a.m. to 3:00 p.m. The fair will feature exhibits, films, demonstrations, and mini-seminars on such topics as rape prevention, safety in the workplace, self defense, home security, auto theft security, and Halloween safety.

In addition to the exhibits in the WACC, there will be hourly presentations in the Walcott Rooms. Speakers include Bonnie Michelman, Director of Police and Security; Georgette Watson, Executive Director of the Governor's Alliance Against Drugs and founder of the Drop-a-Dime Program; Pat Ormsby, RN, national expert on rape prevention; and MBTA Detective Francis Mulhern.

The Personal Safety Fair will introduce two new programs for hospital employees. **MGH Safe,** offered by Police and Security, is a one-session lecture and demonstration that focuses on safety concerns specific to the hospital. Police and Security Supervisor James Pizziferri, and Pharmacy Supervisor and karate instructor Joseph Santoro are the instructors for this

turn to "MGH Safe" page 4

JCAH to require hospital smoking policy

Beginning in January 1992, the Joint Commission on the Accreditation of Hospitals (JCAH) will require any hospital seeking accreditation to have a smoking policy. "Hospitals have been developing policies on their own initiative, but now regulatory agencies are starting to mandate policies," said Dr. Nancy Rigotti, a member of the MGH Smoking Policy Committee.

Most hospitals restrict smoking. The MGH in August revised its smoking policy to restrict smoking in all indoor areas of the hospital. With new Environmental Protection Agency (EPA) findings about the harmful effects of second-hand smoke, smoking policy experts expect that regulatory agencies will soon ban smoking in many public places.

Already you can't smoke on domestic flights or interstate busses. "I think smoking will eventually be prohibited in public places and work sites," said Dr. Rigotti. "Smoking will become something consenting adults do outdoors or in the privacy of their own homes."

You can quit too

from page 1

"People smoke for several reasons," said Dr. Rigotti. "One is because they are physically addicted to nicotine. Another is because smoking can be a way of coping with negative feelings such as anxiety, stress, or frustration. Also, smoking is a habit associated with pleasant things like finishing a meal."

Shortly after quitting, the smoker begins to feel withdrawal symptoms which include restlessness, irritability, and an inability to concentrate. The most difficult withdrawal symptom however, is an intense craving for cigarettes. But what most people don't know is that these cravings will disappear in five to ten minutes.

Ms. Schlossberg had tried three times to quit. The first time anxiety about taking a trip on an airplane drove her back to cigarettes. The second time, coworkers gathered in her office to smoke. It wasn't long before she gave in to temptation. The third time, Ms. Schlossberg suffered intense mood swings and insomnia. "It got to the point that I couldn't even go to work," she said. "Even the people who wanted me to quit wanted to buy me a cigarette."

To relieve her emotional upheaval, Ms. Schlossberg went back to smoking. "I was so afraid of having that happen again that I wouldn't try quitting on my own," she said. So Ms. Schlossberg called the MGH Cardiovascular Health Center's (CHC's) Quit Smoking Service. One of the things that she learned during the two-month program was that women often have a different experience at quitting than men and that mood swings and insomnia are a normal symptom of withdrawal from nicotine.

Health care providers helped Ms. Schlossberg decrease the amount of nicotine she took everyday. Often smokers make the mistake of trying to cut down on the number of cigarettes they smoke. But this approach is often counterproductive because those cigarettes take on a much greater significance. Instead, Ms. Schlossberg cut down on her nicotine intake by smoking cigarettes lower in nicotine than her usual brand. She started an exercise program. She learned what types of withdrawal symptoms to expect and how to best deal with them. And perhaps most important she got a lot of support from CHC staff and learned how to enlist the support of family and friends.

"I have finally accomplished something that is very important to me," she said. "I feel much better. I have more energy. I wouldn't for a minute consider taking a step backwards." Ms. Schlossberg has abstained from cigarettes for nine months.

"Some people may want to use the smoking policy as an opportunity to quit smoking," said Dr. Rigotti. "Other people may need help with withdrawal symptoms while in the hospital." The MGH will soon set up a telephone hotline to inform patients, and visitors of resources available within the hospital to help smokers quit.

There is also help for those who wish to continue to smoke. "Not everyone wants to quit smoking," said Linda Lass-Schuhmacher, Health Education Coordinator of Employee Health and member of the MGH Smoking Policy Committee. "The problem isn't the smoker but the smoke. Our focus is to help employees who don't want to quit learn how to adapt to the policy and provide resources for those who want to quit."

Just imagine. If you stop a one-and-a-half-pack-per-day habit, you could save enough money to buy tickets to every Megabucks drawing for the next ten years, or put a family-size swimming pool in your back yard.

If you quit a two-pack-per-day habit, you could save enough to indulge in 243 pounds of lobster, or take a two-week Carribbean cruise. So consider kicking some butts. Call any of the services listed below.

Self help for smoking cessation

If you want to go it on your own, these resources might help:

Free and Clear: A Guide to Quitting Smoking on Your Own
by Dr. C. Tracy Orleans, $30.00

The book features detailed instructions on nicotine fading. It also contains information on how to involve a support person. A copy can be purchased from the Cardiovascular Health Center. Call Kathy McKool at ext. 6-3475.

The following items are free to MGH employees from Employee Health Service, call ext. 6-1625:

Smart Move: A Stop Smoking Guide
by the American Cancer Society

Freedom from Smoking for You and Your Family
by the American Lung Association

Employee Health suggests you make a one-hour appointment so that counselors can instruct you in the proper use of the book. The book uses quitters' real life experiences and suggests ways to involve a support person.

Facts About Nicotine and Cigarettes, and **Stop Smoking, Stay Trim**
both by the American Lung Association

The hospital offers various smoking cessation programs. They are:

Employee Health Service
This service focuses on self help and providing support for the quitter. A counselor will help an employee set a quit date, and prepare for withdrawal symptoms. Counselors will also suggest ways to do nicotine fading (the process of slowly cutting down on your nicotine intake). Call 6-1625 for information.

Cardiovascular Health Center Quit Smoking Service
An intensive program designed for smokers who have tried several times to quit. The service provides counseling, nicotine fading, exercise, and drug therapy. Call Kathy McKool at 6-3475.

MGH Behavior Therapy Unit
MGH psychologists use hypnosis and behavior modification to help smokers quit. Call Joann Koletsky at 6-2991 for information.

MGH Health Associates
As part of her medical practice, Dr. Nancy Rigotti provides short-term counseling, nicotine replacement, and other stop-smoking assistance. Call 724-6720 for an appointment.

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program.

Street Smart is a self-defense program led by Edward Huff, a 6th degree black belt karate instructor with 23 years of experience, and Michael Casinelli, a Boston Police Officer and 4th degree black belt karate instructor.

McGruff, the trench-coated "spokesdog" for the National Crime Prevention Council, will also assist with the fair. Representatives from local law enforcement agencies such as the Boston Police Department, Federal Protective Service, and the Massachusetts Crime Prevention Officers' Association will be available to offer personal safety tips and information. In addition, vendors of safety products such as home and auto alarm systems and computer security devices will provide information at the fair.

The Personal Safety Fair exhibitors will include representatives from many MGH departments including Police and Security, Commuter Services, the Safety Office, Human Resources, and Buildings and Grounds.

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women ages 18-40 years, with regular menstrual cycles and on no medications, to participate in ongoing research studies. Compensation. Opportunity for repeat studies. Call Malena at ext. 6-5387 for details.

Clinical Pastoral Education Program Graduation

The MGH Clinical Pastoral Education program graduated 15 students in August in the first ceremony to be held in the new chapel on Ellison 1. The Rev. Dr. Phillip King officiated at the graduation and Evelyn Bonander, Director of Social Service, presented the diplomas. This summer's CPE graduates were mostly seminary students, though among their ranks were ordained ministers and a graduate student in pastoral counseling. The graduation ceremony was followed by a reception in the Wellman Conference Room.

Beauty Shop offers discounts on perms and color

The MGH Beauty Shop is offering a $5 discount on all chemical processes including color, highlighting, and perms. Call ext. 6-3211 for an appointment.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH HOTLINE

31 October 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Ceremony with Secretary Sullivan opens CBRC

by Gail Davison

Dr. Louis W. Sullivan, Secretary of the U.S. Department of Health and Human Services, delivered the keynote address for the official opening on October 3 of the MGH/Harvard Cutaneous Biology Research Center (CBRC). Located on the hospital's Charlestown campus and funded in large part with $85 million from Japan's Shiseido Co., Ltd., the CBRC represents one of the world's most comprehensive centers for the study of human skin.

In his remarks, Dr. Sullivan stressed the importance of biomedical research, both in the United States and around the world. He pointed to the new center as the

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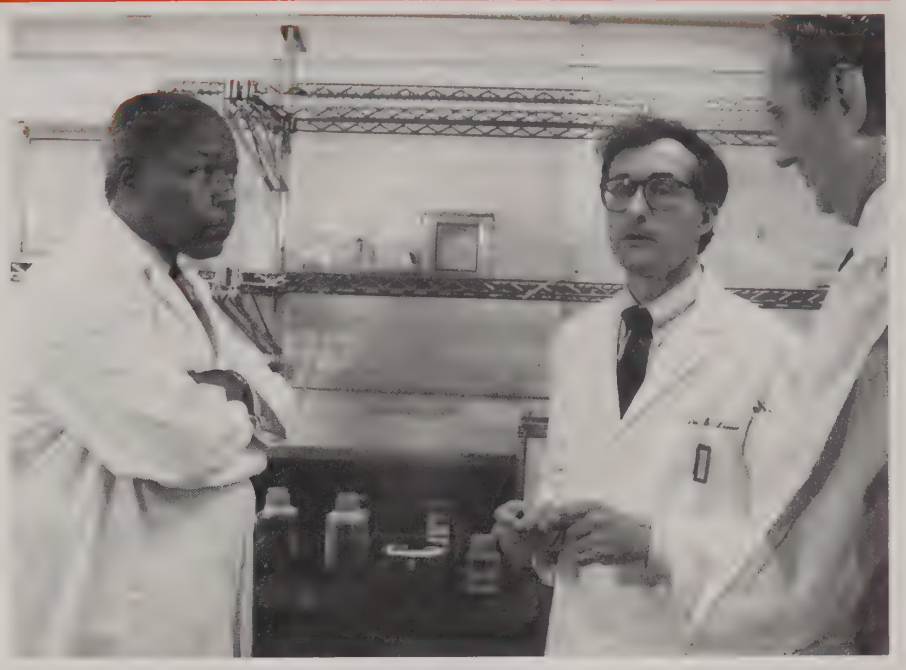

Before the opening ceremony for the new MGH/Harvard Cutaneous Biology Research Center (CBRC), Dr. Louis Sullivan, Secretary of the U.S. Department of Health and Human Services, toured the CBRC labs. Dr. Sullivan was the keynote speaker for the ceremony. Here MGH researcher Dr. Ethan Lerner (center) discusses his studies with Dr. Sullivan (left) and Dr. John Parrish, MGH Chief of Dermatology and Director of the CBRC. Dr. Lerner is investigating the use of a chemical taken from the salivary glands of the sand fly in the treatment of parasitic diseases.

MGH PTs are certifiably great

The MGH celebrated Physical Therapy Week October 7-11 with, among other activities, the recognition of the therapists who have achieved certification in their specialty area. When six MGH physical therapists passed the American Physical Therapy Association (APTA) certification exam this year, the MGH became the site of the greatest number of board certified physical therapists in any one health care organization in the country. "Certification is a stringent process," said Eileen Walsh, Assistant to the Director for Specialist Certification of the APTA. "The purpose of certification is to increase credibility in the clinical setting and to inspire growth in education." The MGH

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New Director of Police and Security brings expertise to the job

Bonnie Michelman, CPP, CHPA, is the MGH's new Director of Police and Security. She is the first woman ever to head the department. A graduate of Bentley College, where she received her MBA in 1988; Northeastern University, where she received her master's degree in Administration of Criminal Justice and Security Management; and Clark University where she received her bachelor's in Government and Sociology, Ms. Michelman has more than 12 years of experience providing security services to businesses and organizations. As District Manager of First Security Services Corp., Ms. Michelman supervised 650 employees providing security for close to 50 companies, including several major hospitals.

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John Messervy--a man with a plan

John Messervy's first design project was an elementary school for 350 students in Ann Arbor, Michigan. "I got to see the full spectrum of what an architect does," he said, "down to the design of the door knobs and the windows. It was a tremendous experience for somebody right out

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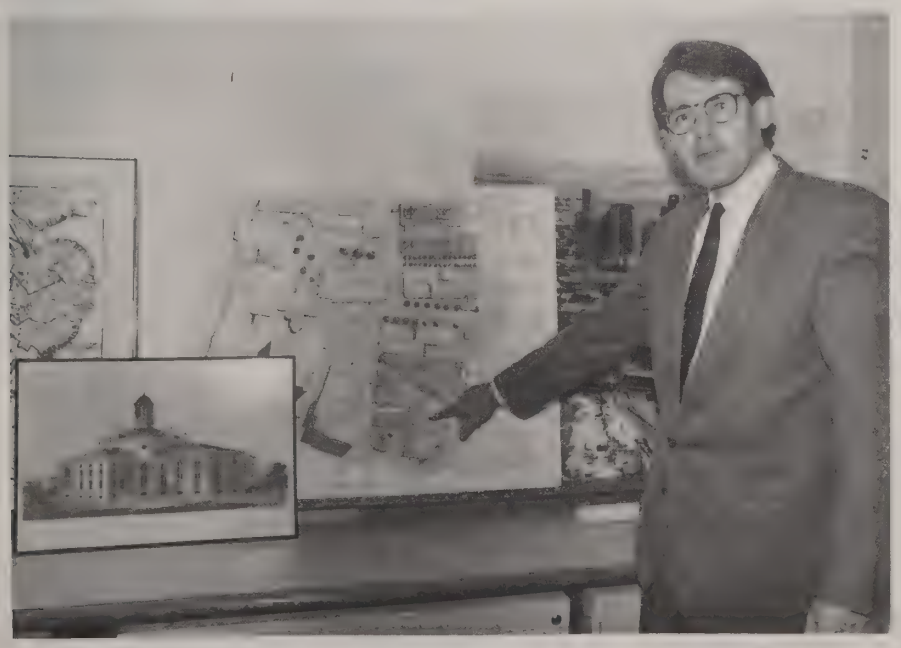

John Messervy doesn't have enough wall space in his office or perhaps he just has too many maps. Here he points out drawings of what the MGH campus may look like once the jail has been renovated.

Bonnie Michelman, the MGH's new Director of Police and Security, noted that you won't often see her sitting in her office because she will be out and around getting to know the MGH community and finding the best ways to ensure a safe and secure environment.

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For the last four years, she has been an instructor at Northeastern University College of Criminal Justice. From 1983 to 1989, she held positions at Newton-Wellesley Hospital, including Assistant Vice President for General Services and Director of Security, Safety, and Transportation. Prior to that she was Corporate Security Supervisor for Data General Corporation where she provided security services for more than 3000 employees.

Ms. Michelman sees hospitals as unique environments that serve many different constituencies—from patients, to visitors, to employees. Because of the complexity of this environment, Security must be flexible in dealing with a broad range of issues. "We will seek to broaden Security's functional responsibilities so that we can get involved in other arenas to help provide utility to the rest of the community," said Ms. Michelman. "My hope is that Security can become a more integral part of the MGH community and that people will feel that we are credible, professional, skilled, and approachable enough to be able to come to for a whole host of things."

For example, the department can be helpful in identifying

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End of a long fight for Martin Gaffney

U.S. Marine Martin Gaffney and his lawyer, Jaclyn McKenney, held a press conference in the Phillips House October 8 just after the Justice Department announced that it was appealing a judgment granting Mr. Gaffney $3.8 million in damages for negligence which resulted in Mr. Gaffney, his wife, and son contracting AIDS. In 1981, doctors at the U.S. Naval Hospital in Long Beach, California failed to do a caesarean section on Mr. Gaffney's pregnant wife, Mutsuko, even though she had been in labor for an extended period. The child was stillborn, and Mutsuko required a blood transfusion. The blood turned out to be tainted with the Human Immunodeficiency Virus (HIV).

The naval hospital was judged at fault because had a C-section been attempted, the transfusion would have been unnecessary. The Gaffneys had two more children before they realized that Mrs. Gaffney was HIV positive. Their infant son died of AIDS at 13 months, and Mrs. Gaffney died a year later. So far their 8-year-old daughter, Maureen, has tested negative for HIV.

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Martin Gaffney conducted interviews with reporters after the Justice Department said it would appeal a $3.8 million award for negligence in causing the death of his son and wife of AIDS. Mr. Gaffney was being treated at the MGH for a cancer related to AIDS. Sitting to his left is his lawyer, Jaclyn McKenney.

CBRC opening

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very essence of international research. He said its fruits are likely some day to improve patient care all over the globe. He also discussed some of the initiatives he and President Bush have launched to create a favorable climate for the practice of research.

"Specifically," he said, "we are working to strengthen the basic research foundation in the biomedical and behavioral sciences; assure the scientific integrity of our research; educate the public about the importance of animal research and assure animal welfare; promote scientific literacy and improve biomedical science education; and improve the intramural research programs of our Public Health Service."

Dr. Sullivan said that he would be requesting $9.8 billion for these activities in fiscal year 1992. That figure represents, he said, an increase of $581 million over last year's funding levels.

"Let me add that within the new budget we have allocated $513 million for science education and research training," Dr. Sullivan said. "More than $345 million will be used to fund our well-established and highly successful National Research Service Award program. This program includes the Minority Access to Research Careers/Honors Undergraduate Research Training program, which focuses special attention on encouraging and supporting minority undergraduate students as they pursue careers in science."

The Cutaneous Biology Research Center seeks to increase scientists' understanding of structure, function, metabolism, development, and aging in normal and abnormal skin. Most of the work will be basic research, although investigators will also study specific dermatologic disorders and seek to advance current knowledge of diagnoses and treatments.

The agreement that officially created the CBRC was signed by MGH, Harvard Medical School, and Shiseido officials in 1989. Since that time, a staff of 60 (including fellows and students) has begun work at the center. By the end of 1992 a total of 130 persons are expected to be employed.

The day after the opening ceremony, a one-day conference was held at the CBRC. Entitled "Epithelium, Mesenchyme and their Interactions," it focused on those biological systems which play a major role in the development of skin. The conference featured presentations by internationally known scientists such as Nobel Laureate Dr. Gerald M. Edelman. The CBRC was dedicated at a ceremony in May.

Dr. Sullivan was trained for a year as a pathology fellow at the MGH. During his visit, he toured some of the laboratories, one of which featured a tropical habitat for a species of new world sand flies. The isolation of a chemical from the salivary glands of these flies suggests a promising line of research that may lead to the eventual development of vaccines against parasitic diseases.

In his speech Dr. Sullivan pledged that Health and Human Services is working to speed approval of products developed through biomedical research. "We believe that the potential of these products justifies speedy, yet thorough, approval if these products are found to be safe and effective," he said. Although basic research is not directly concerned with product development, it is a vital step in the process of developing new treatments for the benefit of patients.

John A. Parrish, MD, Chief of the Dermatology Service at the MGH and Chairman of the Harvard Medical School (HMS) Department of Dermatology, is Director of the CBRC. "The formation of this center is the culmination of many years of collaboration between the MGH, HMS, and Japanese scientists," said

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In General

Mandy Bass, RN, MS, CCRN, a Clinical Nurse Specialist in the Transplant Unit, was a recipient of a scholarship from the American Nephrology Nurses' Association to attend the Nurse in Washington Internship (NIWI) in September.

Conference lectures focused on how nurses can impact health policy and legislation. Participants attended a White House briefing and discussed health care issues with representatives of Congress.

The NIWI was not Ms. Bass' first visit to the White House. In April, she represented the American Nephrology Nurses' Association (ANNA) at a White House reception hosted by Barbara Bush. The reception was in honor of National Organ and Tissue Donor Awareness Week. Ms. Bass has also been appointed to the United Network of Organ Sharing Patient Affairs Committee and to ANNA's Practice Committee. She is the 1991-1992 chairperson of the ANNA Transplantation Special Interest Group. Ms. Bass was previously Northeast Vice President of ANNA.

First Lady Barbara Bush greets MGH transplant nurse Mandy Bass at a White House reception honoring National Organ and Tissue Donor Awareness Week.

Susan Noska, RN, CNN, Transplant Unit Staff Nurse, was recently elected as president of the Massachusetts Bay Chapter of the ANNA. **Leslie Burton**, RN, RA, BS, CNN, Transplant Unit Staff Nurse, was elected treasurer of the Mass Bay Chapter. **Jean Nardini**, RN, MS, CNN, Head Nurse of the Dialysis Unit, is past president.

Mary Liz Bilodeau, RN, MS, CCRN, CS, Clinical Nurse Specialist in the Intensive Care Nursing Service, has been elected President of the Greater Boston Chapter of the American Association of Critical Care Nurses.

Director of Planning

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of architecture school."

Mr. Messervy, the MGH's new Director of Planning, has since that project had many tremendous experiences. As Director of Project Management for the Commonwealth, he oversaw $550 million in projects ranging from the design and construction of the new jail on Nashua Street, to the renovation of the Hatch Shell, to the design of an ambulatory care center at the University of Massachusetts Medical Center in Worcester.

He directed a five-firm team of architects, engineers, and designers that drafted plans for Exposition Park, the site of the 1984 Olympic Games in Los Angeles. From 1980-83, he served as the Deputy Director of Development for Boston's Neighborhood Development Agency. He managed a $26 million budget and, among other things, oversaw land use planning for Boston neighborhoods. Over a 20-year career, he has directed numerous urban design projects in six major cities.

But Mr. Messervy says that his most challenging project was the new prison on Massachusetts Avenue near Boston City Hospital. The structure, completed this year, is a replacement for the Deer Island prison and, at a cost of $100 million, is the largest single building constructed by the state.

Because the Massachusetts Water Resources Authority (MWRA) is under court order to build a new sewage treatment plant on Deer Island, the prison had to be completed in under two-and-one-half years—a record for a project that size. To keep to the tight schedule, construction began on the project before the design was complete. "We hired the designer and contractor as a team," said Mr. Messervy. "And three months into the design, we started to build the foundation." The prison will accommodate 1,200 inmates.

Mr. Messervy, an Australian native, received his Bachelor of Architecture in 1972 from Carnegie-Mellon University and in 1978 dual master's degrees in Architecture and City Planning, from Massachusetts Institute of Technology.

He consults to Messervy Associates, an architecture and design firm run by his wife, Julie Moir Messervy, a noted architect and landscape designer who designed the Japanese Garden at the Museum of Fine Arts in Boston. Mr. Messervy has taught at Tufts University and lectured at Harvard University and MIT. In addition, he has been a guest critic at the Landscape Design Studio at Radcliffe College and at the Urban Design Studio at the Boston Architectural Center.

"John brings a diverse background that ranges from professional licensing as an architect, to experience as a development consultant, to outstanding skills in urban planning," said Vincent Cucchiara, Vice President for Program and Facilities Development. "A major goal that he has set for the Planning Office is to be responsive to professional staff and hospital needs. We couldn't have selected a better person to provide leadership in meeting that goal."

The MGH Planning Office provides architectural design services, graphics design, and project management for new construction and major renovation. The office also supervises the work of outside architects and contractors. As the hospital strengthens its relationship with its sister facilities, the Planning Office will also provide services for Spaulding Rehabilitation Hospital and McLean Hospital.

For Mr. Messervy, the challenge of working at the MGH will be to provide services economically and efficiently. "We must make sure," he said, "that we can design projects, get them bid on, bring them in on budget, and get the construction completed, all within the schedule that we have committed to. If we can't do that, then we are out of business."

The many changes in health care, from increasing use of technology to changes in the way services are financed, will impact the hospital's land use and construction decisions. "We have to recognize the change in the way services are being provided," said Mr. Messervy, "so that, for instance, the growth in outpatient activities can be supported down the road."

Beginning in 1994, Medicare will no longer reimburse hospitals for new capital expenditures. Capital expenditures include renovation and construction, and acquisition of new medical facilities and equipment. "There has always been pressure to build the buildings and renovate the space as cost effectively as possible," said Mr. Messervy, "but the pressure is going to become greater in a time of declining resources."

Though architecture and design are considered somewhat technical fields, one of the most important of Mr. Messervy's assets is his ability to work with people. "An important priority of this office," he said, "is building our working relationships with the other groups within the hospital such as Facilities Engineering and Buildings and Grounds. In addition, our relationship with each of the department heads, the administration, and the Trustees has to be cultivated so they will feel confident that this department is able to provide the services that they need."

Here Kevin Dunleavy, an MGH patient who organized a softball tournament to raise money for the Jimmy Fund, poses with new-found friends. From left are: Rico Petrocelli, who played shortstop and third base for the Red Sox for 11 years and holds the American League record for the most home runs ever hit by a shortstop (40); Mike Andrews, who played second base for the Red Sox, the White Sox, and the Oakland A's. (Mr. Andrews is now Executive Director of the Jimmy Fund); and Dave Creer, a Billerica Men's Softball League member who helped Kevin organize the event.

MGH patient hits home run

A 22-year-old MGH cancer patient and baseball fan, Kevin Dunleavy, helped raise money for the Jimmy Fund with a softball tournament featuring teams from the Billerica Men's Softball League. The September event raised $6,200.25.

Boston Red Sox players Roger Clemens and Mo Vaugn donated autographed baseballs for the tournament raffle. The day after this photo was taken, Kevin went by ambulance to meet Joe DiMaggio at an autographing event in Andover. Fred Glore, the President of the Mayflower Trucking Company in Billerica, donated T-shirts for the event and paid for Kevin's transportation to Andover. Kevin's primary nurse was Jill Nelson.

What's happening

LVC Crafts Fair

The Ladies Visiting Committee held its Second Annual Crafts Fair featuring crafts and artwork by MGH employees and their families. The two-day event drew a packed crowd under the Bulfinch tent. It featured the wares of 70 craftswomen and craftsmen, from wreaths and painted T-shirts to artwork and handmade jewelry.

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Right: Rahi Miraie displays a vase. Below: Livingston McClaren of Phlebotomy Specimen Transport sports his caricatures of Dr. Roman DeSanctis and Jeff Davis.

TRICK or TREAT

Gaffney wins fight

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Mr. Gaffney has AIDS and was being treated at the MGH for a cancer associated with the virus. He said that he wanted the settlement to ensure that his surviving daughter is taken care of when he is gone. He and his lawyer have been embroiled in a 5-year legal battle with the U.S. government over the award. The day after the press conference, the Justice Department finally relented and decided not to appeal the judgment. U.S Attorney Wayne Budd had advised against an appeal. According to a Globe article, Mr. Budd said in response to a reporter's question about an apology, "If by an apology, it is meant an acknowledgement of the fault by the government in having this tragedy visited upon his family, then on behalf of the government, I apologize to Chief Warrant Officer Gaffney. I am deeply sorry it happened."

What's happening

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Take note for help against substance abuse

A recent payroll stuffer listed phone numbers for resources inside and outside the hospital to assist those dealing with substance abuse issues. However, the phone number for Narcotics Anonymous has changed. The new number is 884-7709. For other resources call the MGH Employee Assistance Program at 726-6976.

Person-to-Person: Living With Cancer

Evelyn H. Malkin, LICSW, will begin a free support group "Person-To-Person: Living With Cancer" on November 7th. The group will meet six consecutive Thursdays from 6:30 to 8:00 p.m. at the MGH. This group is for patients with cancer as well as for their families and friends. For information or to register, call Ms. Malkin at 726-8187 Wednesdays through Fridays.

CBRC opening

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Dr. Parrish. "The agreement between HMS, the MGH, and Shiseido — which is the largest cosmetics company in Japan and one of the largest in the world — is representative of the increasing trend toward the establishment of collaborative efforts between industry and academia, which facilitate the pooling of limited resources and the sharing of information to benefit the health of all people."

Ronald W. Lamont-Havers, MD, is the center's Deputy Director for General Affairs; Tatsuya Ozawa, PhD, is Associate Director for Shiseido Liaison; Yasuhisa Nakayama, MD, is Deputy Associate Director for Shiseido Liaison; Robert E. Burgeson, PhD, and Paul F. Goetinck, PhD, are Associate Directors for Research (effective January, 1992); and Howard P. Baden, MD, and Jerome Gross, MD, are Acting Associate Directors for Research (October, 1989, to December, 1991).

Director of Security

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workplace hazards, assisting with visitor relations, or helping employees deal with such issues as harassment within or outside the workplace. In addition, the department will focus on disaster planning, personal and property security, and issues surrounding substance abuse and the security of pharmaceuticals. "We will try to heighten the awareness that this is an environment where inappropriate behavior is not tolerated," said Ms. Michelman. "My hope is that we can ensure the peace of mind and the confidence level of the people who come to this community."

Ms. Michelman has managed large staffs, and she is considered a hands-on manager. "I won't be sitting in this office," she said. "I will be out and around so that I can quickly get a sense of the climate and the kinds of security issues and vulnerabilities that could develop within this community."

Commenting that there is already a great deal of talent within the department, Ms. Michelman said she will also focus on further developing her staff. "One of my roles will be to develop the staff in this department to their full potential," she said, "to set and model the standards to be both effective public relations ambassadors and law enforcement agents."

The hospital hired Ms. Michelman after a regional search. "She comes highly recommended," said Jeff Davis, Assistant General Director. "She is respected by both her superiors and subordinates, and she has displayed excellent leadership skills throughout her professional career."

Ms. Michelman is the New England Regional Chairperson of the International Association of Hospital Security, and the Vice Chairperson of the American Society for Industrial Security. She has written several publications on security.

Materials Management held an open house this month to highlight the many services it provides. The event, which included booths set up by 16 subdivisions of the department and four hospital "inhouse" vendors, drew about 500 employees. Here Mark Jay, Supervisor of Distribution, explains to an MGHer about the hospital's express mail service.

MGH PTs certifiably great

from page 1

now has 7 of the 278 board certified physical therapists in the country.

Of the 21 board certified cardiopulmonary physical therapists in the country, three work at the MGH.

Stella Prevost, recently board certified in cardiopulmonary physical therapy, received her bachelor's from the University of Maryland School of Medicine in 1981. She is a master's degree candidate at the IHP. Ms. Prevost is the coordinator of the Pulmonary Rehabilitation Program, working with pre- and postoperative lung transplant patients.

In addition, therapists Terry Hoskins and Meryl Cohen were previously board certified in cardiopulmonary physical therapy. Ms. Cohen was one of the first board certified physical therapists in the country.

Kathleen Fynan, MS, PT, CCS, was recently certified in cardiopulmonary physical therapy and has since left the MGH. Ms. Fynan received her bachelor's of science in physical therapy in 1983 from Marquette University and her master's degree from the MGH Institute of Health Professions (IHP) in 1988. Ms. Fynan worked at the MGH for five years and was Coordinator of Inpatient Cardiac Rehabilitation Physical Therapy until she relocated to Philadelphia in August.

There are 106 physical therapists in the country certified in orthopedics. Two of them work at the MGH. Linda Steiner and Harriet Wittink recently received certification in orthopedic physical therapy.

Ms. Steiner, MS, PT, OCS, a physical therapist for 15 years, graduated from State University of New York/Downstate Medical Center in 1976. She received her master's degree from the IHP in January. Ms. Steiner was previously Assistant Supervisor of the Outpatient Physical Therapy Service at the MGH. She is currently on the staff of MGH Physical Therapy Associates and holds an adjunct position at the IHP where she has taught manual therapy.

Ms. Wittink, MS, PT, OCS, received her bachelor's degree in physical therapy in the Netherlands in 1981. A 1989 graduate of the IHP, Ms. Wittink is an Orthopaedics Clinical Specialist in the Outpatient Physical Therapy Department.

Terry Randall, MS, PT, OCS, received certification in orthopedics in May. Mr. Randall graduated from Wichita State University in 1981 and received his master's degree at the IHP. He left the MGH in July.

Kathleen Gill, MS, PT, NCS, is one of 23 U.S. physical therapists certified in neurology. Ms. Gill received her bachelor's in physical therapy from Simmons College in 1978 and her master's degree from the IHP in 1985. She is Director of Inpatient Services for the MGH Physical Therapy Department and an instructor at the IHP. She is presently participating in a research project investigating physical therapy intervention for people with balance disorders.

Also James Zachazewski, MS, PT, ATC, SCS, is certified in sports physical therapy. Mr. Zachazewski is coordinator of the Sports Physical Therapy Program at the MGH and an Assistant Professor at the IHP. He received his bachelor's in physical education from Springfield College, his master's of science from Boston University, and he has just finished a research fellowship in biomechanics at the Massachusetts Institute of Technology and the MGH Biomotion Lab. Mr. Zachazewski is certified as an athletic trainer and is a sports clinical specialist. He also is a member of the Specialty Council for Sports Physical Therapy.

Certification was first offered by the APTA in 1985. To become certified, the therapist must have extensive clinical practice in the specialty area and be involved in administration, consultation, research, and teaching. If the candidate meets these and other requirements, he or she may sit for the exam.

There are presently 278 board certified specialists in physical therapy in the U.S. across six specialty areas: pediatrics, orthopedics, sports, neurology, clinical electrophysiology, and cardiopulmonary.

The MGH HOTLINE is published seventeen times per year by the MGH News Office

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

14 November 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

What's happening

Come to "The Great American Smokeout"

Help a friend and help yourself to a healthier lifestyle by visiting "The Great American Smokeout" exhibit in the WACC on Thursday, November 21, from 10:00 a.m. to 3:00 p.m. You can pick up information about MGH smoking cessation programs. On August 1 the MGH became a smoke free environment.

Ambulatory Nursing to hold health fair

MGH nurses will host a health fair for patients and employees Wednesday, November 20, in the WACC. The event, entitled "Partners in Caring and Sharing—a Patient Education Fair," will run from 9:00 a.m. to 4:00 p.m. The fair will provide information on a variety of health topics including diabetes, women's health, skin cancer detection and prevention, sexually transmitted diseases, nutrition, and healthy life-styles. The event is being sponsored by Ambulatory Care Nursing in cooperation with the MGH Nutrition Service, Employee Health Service, Physical Therapy, Infection Control, and MGH Televised Educational Services.

Hair loss?

If you have any degree of hair loss and would like to participate in a study to investigate the restorative potential of a new product, read on. The MGH Dermatology Clinical Investigations Unit is conducting a study of a new topical solution which may be useful in the treatment of hair loss. Payment is provided for participation in the study. Please call 726-5066 if you are interested.

Lunchtime series for the do-it-yourselfer

The Buildings and Grounds Department will hold brown bag lunchtime seminars on topics of interest to the homeowner, the weekend mechanic, or the do-it-yourself fix-it-upper. The seminars will be held in the Bulfinch 2 Conference Room on the third Thursday of each month from noon to 1:00 p.m. The series will begin November 21 with a talk on domestic heating and air-conditioning systems.

Each month, skilled professionals from the department will share their expertise on a variety of subjects and answer questions from the audience. Topics will include: Refrigeration, Choosing and Troubleshooting Home Heating Systems, Home Security Systems, Installation of Suspended Ceilings, Routine Domestic Plumbing Repair, Soldering Techniques, Household Mechanical Systems, and Residential Fire Alarm Systems. If you have ideas for other topics, contact Gregory Doyle, Buildings & Grounds, Gray Subbasement.

New phototherapy treatment for cancer needs volunteers

Investigators need volunteers for a clinical trial of a new drug to treat skin cancer. The drug will be concentrated in malignant tumors by injection and then activated by laser light. Patients will be admitted to the MGH for three to four days. Following discharge, regular follow-up visits will be required for six months. Since this is a pilot study and not all tumors may respond completely to the drug, study patients with basal cell carcinomas will undergo complete surgical removal of their tumor site to ensure that all tumor cells are eliminated by the end of the trial.

If you are interested in participating in the study, contact Dr. Rox Anderson at 6-6168 or Dr. Harvey Lui at 6-7900.

This winter stop the FLU before it stops you

Flu season is upon us. Make sure that you protect yourself and those with whom you have contact. Flu vaccine is strongly recommended for anyone with a chronic disease, healthy individuals age 65 or older, and health care workers. Side effects of the vaccine are minimal. Those who are allergic to eggs or egg products or are pregnant should avoid getting the vaccine. Also, if you have a cold or other infection, or are feeling ill, you should postpone getting the vaccine until you feel better.

The vaccine is available to MGH employees free from Employee Health Service, Bulfinch 1, Monday through Friday from 7:30 a.m. to 4:30 p.m. No appointment is necessary.

The Medical Walk-In Clinic offers the vaccine to visitors and families for a reasonable cost. The clinic is open Monday through Friday,

continued on back

8:30 a.m. to 8:00 p.m., and Saturday and Sunday from 9:30 a.m. to 4:00 p.m.

Infant language studies need volunteers

Researchers at the MGH Neurolinguistics Lab (Bartlett 5) are looking for babies between five and nine months of age for language studies. Sessions take about 30 minutes and pay $7. Call Elizabeth or Jenny at 6-7706 for more information.

Congrats to MGH Radiologic Technologists!

The MGH Department of Radiology celebrated National Radiologic Technologist Week November 3-9 with a luncheon honoring MGH technologists. Special technical and clinical skills are required to perform the countless diagnostic and research procedures needed each year. The luncheon was held in recognition of all of the ultrasound, nuclear medicine, radiation therapy, vascular, computerized tomograpy, magnetic resonance imaging, and mammography technologists as well as the radiographers doing these procedures every day.

Distinguished lecturer to speak on laser surgery

The Harvard Medical Laser Center, a cooperative venture of Boston teaching hospitals including the MGH, announces Michael W. Berns, Ph.D., the Arnold and Mabel Beckman Professor at the University of California, Irvine, and President and Director of the Beckman Laser Institute and Medical Clinic, as the third distinguished lecturer. Dr. Berns will speak on *Laser Surgery: From Organelles to Organs,* on November 21, in the Medical Education Center Amphitheater at Harvard Medical School, 260 Longwood Ave., at 4:30 p.m. A reception will follow his lecture. For more information call the Harvard Medical Laser Center Office at 735-3165.

Think Snow—Now!

Prepare early for the coming ski season by joining the MGH ski club. The club, made up of MGH employees, their families and friends, organizes excursions at group rates. Events include day trips, weekend trips, and a seven-day ski trip in March. Last year MGH skiers went to Park City, Utah. All levels of ability are welcome, and there is no fee to join. Just send your name, in-house address, and phone number to Lyman Garniss, c/o Computer Services, CNY 10.

Experimental Hepatitis A vaccine trial needs volunteers

Volunteers are needed to participate in a trial of a new, experimental "killed" hepatitis A vaccine. The vaccine contains no infectious virus, and it has been found in preliminary human trials and studies in experimental animals to be safe, well tolerated, immunogenic, and effective in preventing hepatitis A. All volunteers will receive three vaccine injections over six months. There are no placebo injections, and the vaccine is free to participants. Please call Dr. William Katkov or Dr. Jules Dienstag at 6-3766, or Ms. Tweedy Watkins (6-3670 or 6-8717) if you are interested.

Friends of Bill and Lois W—AA and Al-Anon

The hospital is holding an Alcoholics Anonymous meeting on Wednesdays from noon to 1:00 p.m. in Room 080 in the Ruth Sleeper Hall Basement. The MGH will hold Al-Anon Meetings on Fridays at noon at the same location beginning November 15. For information, call Peter Sullivan, Employee Assistance Program, at 6-6938.

The new Emergency Department sees its first birth

August 6 was a special day for the staff of the MGH Emergency Department. The first baby to be born in the MGH's new Emergency Department was delivered that day. The child arrived at about 10:00 a.m., less than an hour after the mother, a 22-year-old Boston woman, walked in the door of the hospital. She had been driven in by her mother and sister. "If we had had time," said Dr. Sharon Lojun, the third-year gynecology resident who delivered the baby, "we would have sent her on to St. Margaret's or the Brigham or Beth Israel, but this birth was imminent!"

Dr. Lojun had been summoned by "stat" (emergency) page from the ambulatory care gynecology clinic shortly after 9:00 a.m. She said she ran from the WACC building to the Emergency Department. There were no complications. The mother delivered a "perfect baby girl." The nurse, Jeanine Ricciardelli, said the baby weighed 6 lbs, 9 ounces and was 20 1/2 inches long. The mother and the child were later sent to the Beth Israel. Standing by to assist with the birth, had there been complications, was the senior surgical resident, Dr. Joseph Friedberg.

MGH HOTLINE

21 November 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Dr. J. Robert Buchanan, MGH General Director, congratulates Kathleen Domaszewicz on twenty five years of service to the hospital. This was the first Ether Day observance for 15- and 25-year employees. The hospital recognized a record 1,324 employees for length of service.

Ether Day honorees recall MGH a half century ago

This year the hospital recognized 1,324 employees for length of service, the greatest number of employees honored on Ether Day ever.

Of the five employees recognized for 50 years of service, one was the first woman physician ever to work at the MGH. Dr. Wilhelmina Van Dyke came to the MGH Children's Service in July, 1941, even before Harvard Medical School admitted women. She attended the University of Michigan Medical School. The first obstacle to being the hospital's first female physician was the living quarters. "They didn't know where to put me," she said. "I finally ended up with a private room on the first floor of the Phillips House." Dr. Van Dyke wasn't alone for long. In 1942 an additional six female residents came to the hospital, largely because of staffing shortages caused by male physicians leaving to serve in the war.

Dr. Van Dyke turned 78 last month. She still practices pediatrics in a private practice in Milton. She is on the honorary staff at the MGH.

While Dr. Van Dyke was helping forge new ground for women in medicine, Dr. Perry J. Culver, an MGH internist, had just started what he remembers as an exceptionally hot tour of duty on the East Medical Service. Dr. Culver came under the tutelage of Dr. Dan Ellis, a tough task master. "I was the pup," said Dr. Culver. "He was a strict disciplinarian, and he brought me up right. It was worthwhile. We learned a lot." Dr. Culver feels that the hospital has lost some of its intimacy as it has grown to be one of the largest medical institutions in the country. But the ceremonies surrounding Ether Day bring back that familiar closeness. "The Ether Day ceremony and the dinner were exceptionally fine," he said. "The nicest thing about them was that they brought every aspect of the Mass. General together. All were equal. This used to be the spirit many years ago."

Fifty-year pin recipients also included Dr. Stanley Moore Wyman of Radiology, Helen M. Zingarelli of Radiology, and Dr. Anne Forbes of the Department of Medicine.

In its infancy, Radiology was considered a type of photography rather than a medical specialty. In fact, Walter James Dodd, the hospital's first radiographer, was originally the MGH photographer and pharmacist.

Dr. Wyman came to the MGH Department of Radiology as a resident in 1941. Over the years he saw the specialty change dramatically. "With advances in exciting areas such as MRI (magnetic resonance imaging), CT (computerized tomography), and Ultrasound, the increase in the complexity and sophistication of Radiology has been incredible," said Dr. Wyman. The Radiology Department, he said, has now reached a level of autonomy comparable to surgical and medical specialties.

Another major change that Dr. Wyman and other MGH veterans point out is the sheer size of the hospital staff and campus. Dr. Wyman remembers a Radiology

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Inside

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MGH dedicates new chapel

"With gratitude for the rebuilding of this chapel, we are now gathered to offer and dedicate it in God's name." The Rev. Dr. Phillip King

The MGH on October 23 dedicated the new chapel on Ellison 1 with an interdenominational service which featured a prayer of dedication by clergy representing religions from around the world. The prayers represented the Buddhist, Hindu, Jewish, Islam, Orthodox Christian, Protestant, and Roman Catholic faiths.

The Rev. Dr. Phillip King, Director of the Chaplain's Department, was the master of ceremonies, and Dr. J. Robert Buchanan, MGH General Director, gave the address. The Stairwell Singers, directed by Suzanne McAllister, sang hymns at the service. Michael Bradley was the organist. Members of the Chaplaincy Staff provided readings and prayers. The dedication was broadcast on WMGH.

Dr. Buchanan spoke of the charitable mission of the hospital and the role the chapel and the Chaplaincy play in providing care to patients and their families. "We must maintain our role as Samaritans dispensing compassion, understanding, and hope as essential adjuncts to our clinical care of those made vulnerable by sickness, injury, and anxiety," he said. "Let us also seize the moment to rededicate our individual and institutional efforts to meeting the physical and spiritual needs of those we serve."

The original chapel on Baker 1 opened on April 25, 1941. Plans for that chapel began in 1939 when the Right Reverend William Lawrence, retired Bishop of the Episcopal Diocese of Massachusetts, wrote by hand more than 1,500 letters seeking support for a hospital chapel. What resulted from the more than 800 responses, was a Gothic Revival chapel in the Baker Building. This year marks the chapel's 50th anniversary of continuous service to the hospital community.

The MGH Chapel is a meditation chapel and open to peoples of all faiths. Because it is an interdenominational worship space, the Protestant lectern, Roman Catholic altar, and Jewish Ark are all portable.

The chapel has been the site of numerous memorial services, and occasional weddings, baptisms, and other religious ceremonies. It has always been open year round, 24 hours a day. Even during the transition to the new chapel, services continued.

The new chapel, though slightly larger, is a replica of the old chapel, down to the stained glass windows which have all been refurbished and reset in new illuminated frames. The chapel also features new lighting, improved ventilation and air-conditioning systems, a new sound system, and closed circuit television cameras that allow services to be broadcast to patient rooms.

One of the most interesting features of the MGH Chapel is the windows, created in 1939 by Charles Connick, one of the nation's preeminent stained glass window artists. The chapel features 12 arched rectangular windows and a central rose window. The predominantly blue and green rose window is the centerpiece of Connick's design.

Several worship services are held in the chapel. Monday through Friday a nondenominational service is conducted at 12:15 p.m. Roman Catholic Mass is said daily at 4:00 p.m. Jewish services are held at holiday times. The Chaplain's Department includes clergy from the Roman Catholic, Protestant, Jewish, Episcopal, and Greek Orthodox faiths. The department will contact clergy from other faiths if requested. To reach the department, call 726-2220.

Dr. J. Robert Buchanan, MGH General Director, and the Rev. Dr. Phillip King, MGH Chaplain, officiated at the chapel dedication ceremony last month. The ceremony included prayers of dedication by clergy from many faiths including Buddhist, Catholic, Protestant, Hindu, Jewish, Islam, and Orthodox Christian.

SERVICE PIN AWARDS – 1991

In recognition of service

FOR FIFTY YEARS

Perry J. Culver, *Medicine*
Anne P. Forbes, *Medicine*
Wilhelmina Van Dyke, *Pediatrics*
Stanley Moore Wyman, *Radiology*
Helen M. Zingarelli, *Radiology*

FOR FORTY YEARS

Leonard Atkins, *Pathology*
William Berenberg, *Pediatrics*
John F. Burke, *Surgery*
Richard S. Cohen, *Pathology*
Gerald S. Foster, *Medicine*
John Gergely, *Neurology*
Melvin J. Glimcher, *Orthopaedics*
Walter C. Guralnick, *Oral Surgery*
Clement A. Hiebert, *Surgery*
Roger W. Jeanloz, *Medicine*
Henry W. Jones, Jr., *Medicine*
Stephen M. Krane, *Medicine*
Julia Oneschuck, *Radiology*
Maurice M. Pechet, *Medicine*
Thomas C. Peebles, *Pediatrics*
Stanislaw Szczesny, *Immunology*

FOR THIRTY YEARS

William M. Abbott, *Surgery*
Evelyn T. Basso, *Pathology*
Gladys L. Berry, *Admitting*
Jeannette Blaine, *Admitting*
William L. Cain, Jr., *Cardiac*
Robert W. Carey, *Medicine*
Hugh P. Chandler, *Orthopaedics*
Chistine L. Depaolo, *Fiscal Affairs*
Viola Emery, *Dietetics*
William Franklin, *Medicine*
Hyacinth A. Haggarty, *Medical Records*
Johnny C. Harris, *Dietetics*
Rosa L. Haynesworth, *Dietetics*
Michael S. Hynes, *Radiology*
Randolph L. Johnson, *Environmental Services*
John B. Joseph, *Pediatrics*
Sophie M. Katilus, *Medicine*
Charles R. Kavanagh, *Institute of Health Professions*
Margaret M. Keeley, *Nursing*
John A. Labella, *Professional Billing*
Isaiene O. Lynch, *Environmental Services*
Palmina G. Manson, *Resources and Development*
Miriam L. Marino, *Radiology*
Richard Masters, *Dermatology*
Theresa A. McQuade, *Admitting*
Abbot R. Miller, *Radiology*
Robert A. Nebesar, *Radiology*
John J. O'Connor, *Radiology*
Madhukar A. Pathak, *Dermatology*
Margaret L. Perry, *Nursing*
James J. Pollard, *Radiology*
Helen A. Reid, *Inpatient Phlebotomy*
Suzanne Seckel, *Surigal Associates*
Clement B. Sledge, *Orthopaedics*
John A. Stella, *Admitting*
Elizabeth D. Sweet, *Neurosurgery*
Edith H. Weinberg, *Orthopaedics*
Linda B. White, *Blood Transfusion Service*
Judith M. Wilson, *Gynecology*

FOR TWENTY FIVE YEARS

Celia L. Angelucci, *Information MGH*
Aina J. Apse, *Chelsea Health Clinic*
Joseph S. Barr, Jr., *Orthopaedics*
Cliffa M. Blanchard, *Nursing*
Hans H. Bode, *Pediatrics*
Guerry L. Bonaparte, *Nursing*
Conrado C. Bondoc, *Surgery*
Joyce Buchanan, *Radiology*
Ed Bufford, *Environmental Services*
Joanne E. Catalano, *O.R. Administration*
George L. Cohen, *Medicine*
Robert M. Crowell, *Neurosurgery*
Gary M. Costello, *Emergency Ward*
Liz M. Couvertier, *Nursing*
Gilbert H. Daniels, *Medicine*
E. M. Dawe, *O.R. Administration*
Marvin DeCosta, *Dietetics*
Michael H. Dellorfano, *Radiology*
Edward M. Denning, *Admitting*
Roland E. Dennis, *Ortho Workshop*
Theresa M. DePaoli, *Neurology*
Linda A. Deveau, *Computer Services*
Richard W. Devoe, *Environmental Services*
Lucille B. Dixon, *Dietetics*
Kathleen Domaszewicz, *Associate Director's Office*
Holly Dow, *Cardiac*
Birdie L. Edwards, *Radiology*
Bonnie M. Eidens, *Nursing*
Michael Fairhurst, *Professional Billing*
Elaine L. Farnum, *Nursing*
Darryll M. Firenze, *Nursing*
Luevenuie Frazier, *Environmental Services*
Patricia Galvin, *Nursing*
Joanne M. Garuti, *Nursing*
Roger J. Givens, *Materials Management*
Judith C. Godden, *Surgery*
Nishan G. Goudsouzian, *Anesthesia*
Marion Griffiths, *Admitting*
Jerome H. Grossman, *Medicine*
Jose L. Guerrero, *Cardiac*
Ivan J. Hansen, *Chemistry*
Herbert H. Henderson, *Chemistry*
Dorothy E. Hogan, *Nursing*
Mary H. Houde, *Nursing*
Ruth C. Howe, *Environmental Services*
Vincilia M. Johnson, *Inpatient Phlebotomy*
Stuart M. Kameny, *Psychiatry*
George L. Lapie, *Materials Management*
Dennis Lefort, *Nursing*
Robert C. Leinbach, *Medicine*
Mary E. Levine, *Nursing*
Melvyn B. Levine, *Pediatrics*
Harvey L. Levy, *Pediatrics*
Daniel J. MacDougall, *Radiology*
Eleanor M. Marchi, *Nursing*
Concetta L. Martino, *Surgery*
Dorothy M. McGrath, *Radiology*
Ola M. Mitchell, *Dietetics*
Robert M. Neer, *Medicine*
Daniel L. Nozik, *Anesthesia*
William N. Pachas, *Medicine*
Joan L. Pappalardo, *Nursing*
Walter T. Pierce, *Nursing*
Charles E. Poletti, *Neurosurgery*
Wm. John Powell, *Medicine*
Anthony M. Ricci, *Dietetics*
H. Marie Shamma, *Radiology*
William U. Shipley, *Radiation Oncology*
Harvey L. Simons, *Credit & Collections*
Mary Ann Spicer, *Administration*
Rosalyn L. Stein, *Chelsea Health Clinic*
Rose Stout, *Nursing*
Roger H. Sweet, *Medicine*
Evelyn Davis Waitzkin, *Psychiatry*
Ronald M. Weintraub, *Surgery*

FOR TWENTY YEARS

Henry D. Abraham, *Psychiatry*
William P. Adams, *Surgery*
Claudette A. Altamirano, *Nursing*
Jayanti M. Amin, *Pharmacy*
Wenda L. Ashford, *Surgical Associates*
Rafik Rizk Attia, *Anesthesia*
Patricia A. Atwood, *Medical Records*
Dennis A. Ausiello, *Medicine*
Michael P. Bamberg, *Dermatology*
Rowan C. Baptiste, *Dietetics*
Marie T. Bazile, *Environmental Services*
Daniel I. Becker, *Radiology*
Shirley P. Biddle, *Urology*
Ann M. Bitzer, *Hematology*
Ana Boldescu, *Materials Management*
Opal P. Briggs, *Nursing*
Gloria J. Brown, *Bacteriology*
Sharon S. Brown, *Bacteriology*
William M. Bucelewicz, *Physics Research*
Eileen M. Budri, *Nursing*
Mary J. Burke, *Dietetics*
Sheila M. Burke, *Nursing*
Miriam E. Bynoe, *Dietetics*
Arlene M. Byrnes, *Medical Clinics Complex*
Lucienne A. Cahen, *Pediatrics*
Ronald J. Callahan, *Radiology*
Christine Camarda-Mauch, *Cardiac*
Vincent G. Capodilupo, *Nursing*
Herbert L. Cares, *Neurosurgery*
Angelina C. Carvalho, *Anesthesia*
Ena C. Chang, *Radiation Medicine*
John Chaglassian, *Orthopaedics*
Felix Charles, *Environmental Services*
David S. Chedekel, *Psychiatry*
Edward E. Coakley, *Nursing*
Ann M. Cocuzzo, *Nursing*
Thamell Cotton, *Environmental Services*
Samuel A. Counter, Jr., *Neurology*
Hortencia G. Coye, *Dietetics*
Ellen M. Crompton, *Nursing*
Regina Z. Crowley, *Hematology*
David J. Cullen, *Anesthesia*
Marco Danon, *Pediatrics*
Jean R. Delaney, *Gastrointestinal Services*
Salvatore A. DeLuca, *Radiology*
Rene A. Desir, *Environmental Services*
Therese L. Dias, *Professional Billing*
John J. DiMeglio, *Buildings & Grounds*
Richard J. Dingle, *Buildings & Grounds*
Nancy C. Dorris, *Nursing*
Caterina R. Dudley, *Medical Records*
Matthew P. Dumont, *Psychiatry*
Patricia Embree, *Anesthesia*
Robin R. Emrich, *Blood Transfusion Service*
Michael F. Epstein, *Pediatrics*
Nabil R. Fahmy, *Anesthesia*
Lucille M. Fairclough, *Nursing*
Cynthia A. Falconer, *Environmental Services*
Johnny J. Farris, *Orthopedics*
Joyce R. Farris, *Materials Management*
Joel J. Feldman, *Surgery*
Ellen J. Fitzgerald, *Molecular Biology*
Clarence Frederick, *Environmental Services*
Joel Friedman, *Psychiatry*
Arlan F. Fuller, Jr., *Gynecology*
Lois V. Garbutt, *Dietetics*
Hari G. Garg, *Surgery*
Edna M. Gayle, *Nursing*
Gail G. Gazarian, *Nursing*
Aurora Gonzalez, *Nursing*
Clara R. Grant, *Dietetics*
Pamela P. Griffin, *Urology*
John H. Growdon, *Neurology*
Annunziat G. Gulino, *Nursing*
Dennis J. Gurgul, Anesthesia
Debra L. Guthrie, *Blood Transfusion Service*
Jordan I. Halasz, *Anesthesia*
Charles A. Hales, *Medicine*
Rita M. Healey, *Bunker Hill Health Center*
Robert C. Holland, *Respiratory Care Dept.*
Claire Hunt, *Radiation Medicine*
Eric A. Johnson, *Buildings & Grounds*
Grace I. Johnson, *Medical Records*
Richard A. Johnson, *Dermatology*
Vivian M. Johnson, *Surgical Associates*
Marjorie M. Kachoris, *Bacteriology*
David J. Kanarek, *Medicine*
James Kauycheck, *Environmental Services*
John Patrick W. Kelly, *Oral Surgery*
J. Philip Kistler, *Neurology*
Kalpathy S. Krishnamoorthy, *Neurology*
Maria C. Lambert, *Clinical Administration*
William L. Leone, *Credit & Collections*
David N. Levine, *Neurology*
Robert A. Levine, *Neurology*
Dulcie Lewis, *Nursing*
Gwynn Lewis, *Dietetics*
Ruth Lewis, *Patient Financial Services*
David A. Link, *Pediatrics*
Merril G. Liteplo, *Dermatology*
Benjamin Lopez, *Nursing*
Flora L. Luis, *Chelsea Health Center*
Roseann Mandell, *Neurology*
Ruby Mark, *Dietetics*
Richard P. Martino, *Radiology*
Richard H. Masland, *Neurosurgery*
John Mazurkiewicz, *Buildings & Grounds*
James C. McCarthy, *Materials Management*
Deborah J. McGrath, *Nursing*
Ronald E. Merritt, *Radiology*
Keith W. Miller, *Anesthesia*
Domenic R. Misiano, *Chemistry*
Rose Mooradian, *Thyroid*
Dora L. Moore, *Materials Management*
Richard Moore, *Dietetics*
Robert D. Morse, *Surgical Associates*
Thomas J. Murphy, *Security*
Ronald S. Newbower, *Anesthesia*
Vita Niles, *Dietetics*
Donald J. Novak, *Psychiatry*
J. Patrick O'Brien, *Psychiatry*
Marjorie E. Osborne, *Nursing*
Catherine Padyk, *Kidney Dialysis*
Deborah S. Palmer, *Nursing*
Carol A. Parrotta, *Chelsea Health Center*
Susan P. Pauker, *Pediatrics*
Gerard J. Pellegrini, *Cardiac*
Daniel M. Philbin, *Anesthesia*
Gloria Pierre , *Admitting*
Irma R. Pierre, *Inpatient Phlebotomy*
Maria S. Quarato, *Transport*
Ann R. Quealy, *Nursing*
Elsa K. Ramin, *Social Service*
Harold J. Randolph, *Admitting*
Irene Raudins, *Inpatient Phlebotomy*
Esmeina Ricketts, *Materials Management*
Marcia L. Rie, *Rehabilitation Services*
Michael A. Rie, *Medicine*
Jane A. Ritzenthaler, *Blood Transfusion Service*
Malcolm L. Rosenblatt, *Psychiatry*
Alicia S. Rounds, *Nursing*
Sherry A. Rousseau, *Nursing*
Patricia E. Rozett, *Nursing*
Robert H. Rubin, *Medicine*
Karen M. Ryan, *Nursing*
Beatrice Salmon, *Chemistry*
Robert S. Sedlacek, *Radiation Oncology*
Louise M. Sethmann, *Nursing*
Arvind S. Shah, *Pharmacy*
Nyla L. Shellito, *Nursing*
Nancy E. Simonetti, *Nursing*
Myron Siner, *Pediatrics*
David C. Singer, *Nursing*
Vincent R. Sites, *Radiology*
Marion G. Small, *Nursing*
Sarah N. Smigielski, *Respiratory Care Dept.*
Susan E. Smith, *Kidney Dialysis*
James R. Spooner, *Anesthesia*
Fern S. Springstead, *Dietetics*
Dolores M. Stanton, *Nursing*
Jacqueline St. Charles, *Environmental Service*
Philip E. Steeves, *Radiology*
Karla S. Stenger, *Surgical Research*
Urlene V. Straker, *Dietetics*
Beverly A. Sullivan, *Nursing*
Janet V. Swanson, *Human Resources*
Ralph C. Sweetland, *Orthopaedics*
Omega Tabb, *Nursing*
Juan M. Taveras, *Radiology*
Courtney M. Taylor, *Environmental Services*
Philicia Thomas, *Nursing*
James S. Titus, Cardiac
I. David Todres, *Pediatrics*
Beatrice Tulloch, *Anesthesia*
Virginia M. Wagg, *Nursing*
Arthur C. Waltman, *Radiology*
Margaret W. Wilkie, *Surgical Research*
Mary A. Williams, *Nursing*
Sylvia A. Wilson, *Dietetics*
Katherine A. Winstone, *Nursing*
Thomas R. Wonders, *Research Administration*
Lawrence C. Wood, *Medicine*
Leah A. Wood, *Cardiac*
Robert L. Woods, *Dietetics*
John D. Wright, *Biomedical Engineering*
Mary-Jo Zingarelli, *Nursing*

FOR FIFTEEN YEARS

Michele M. Angelo, *Arthritis*
Karen A. Arey, Radiology
Marie E. Armentano, *Psychiatry*
Sara-Beth Asekoff, *Nursing*
Hugh Auchincloss, *Surgery*
Richard A. Backman, *Security*
Richard J. Baer, *Blood Transfusion Service*
Joanne M. Balmer, *Nursing*
Corwin E. Bastian, *Dietetics*
Catherine L. Beisheim, *Nursing*
Elizabeth R. Bishop, *Chelsea Health Center*
Betty B. Blaides, *Nursing*
Charles H. Bland, *Materials Management*
Peter Blatchford, *Treasurers Office*
Ellen A. Block, *Radiology*
Joseph V. Bonventre, *Medicine*
Beth M. Bragdon, *Kidney Dialysis*
Gloria D. Brewster, *Surgical Associates*
Harold A. Brooks, *Dietetics*
Rosemarie Buonopane, *Professional Billing*
Edward W. Campion, *Medicine*
Jaqueline A. Cannan, *Rehabilitation Services*
Penny J. Carleton, *Anesthesia*
Marie G. Casaletto, *Chelsea Health Center*
William W. Chin, *Medicine*
Marcia R. Christensen, *Gastrointestinal Services*
John H. Clark, *Accounting*
Jane M. Cobb, *Nursing*
Linda A. Cohoon, *Nursing*
Ann P. Colley, *Orthopaedics*
Kathleen Contrado, *Pathology*
Ellen Coughlin, *Nursing*
Ricardo Cox, *Nursing*
Edward Craffey, *Cardiac*
Patricia L. Crawford, *Neurology*
Mary A. Currier, *Surgical Associates*
Janice E. Day, *Admitting*
Max Day, *Psychiatry*
Karin A. Dean, *Nursing*
Angela M. Delvecchio, *Surgical Research*
Anthony J. Deyeso, *Nursing*
Jules L. Dienstag, *Medicine*
Marie G. Diorio, *Infection Control Unit*
Raffaele Divito, *Buildings & Grounds*
Armando Dockery, *Radiology*
Mary J. Donnelly, *ACD Administration*
Maureen Doran, *Surgical Research*
Kathleen Egan, *Blood Transfusion Service*
Brenda M. Eklund, *Nursing*
Bernadette A. Elliott, *Cardiac*
David R. Elmaleh, *Radiology*
Edward A. Emde, *Environmental Services*
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Jean R. Exilus, *Dietetics*
William F. Fallon, *Accounting*
Veronical M. Farguarson, *Dietetics*
Mary P. Farrell, *Nursing*
Felicia A. Favorito, *Nursing*
John D. Favorito, *Pediatric Surgery*
Carol A. Feeney, *Blood Transfusion Service*
Charles M. Ferguson, *Surgery*
Mary Jane Ferraro, *Bacteriology*
Mark C. Fishman, *Medicine*
Ellen T. Fitzgerald, *Ambulatory Care*
Brenda R. Flavin-Warshaw, *Surgical Associates*
Frances M. Foti, *Endocrine*
Theresa E. Fowler, *Ambulatory Care*
Elizaabeth A. Fredericks, *Environmental Services*
James M. Gage, *Planning Office*
Anne M. Galanis, *Credit & Collections*
Harry Garabedian, *Cardiac*
Hasan Garan, *Medicine*
Doreen M. Gardner, *Nursing*
John E. Godine, *Medicine*
Pablo Gomery, *Urology*
Ernesto Gonzalez, *Dermatology*
Cynthia J. Goodwin, *Blood Transfusion Service*
Christopher D. Gordon, *Psychiatry*
Peter H. Gordon, *Radiology*
Joseph F. Green, *Security*
Nancy A. Green, *Nursing*
Arlene A. Greene, *Nursing*
Peter T. Greenspan, *Pediatrics*
Jean N. Grieci, *Radiology*
Joseph K. Hamory, *Anesthesia*
Sally A. Harringon, *Blood Transfusion Service*
Ethel Haynesworth, *Hematology*
Barbara Hennessey, *Research Administration*
Ted N. Hester, *Medical Walk-In Unit*
Marjorie Hodges, *Pathology*
Michael F. Holick, *Medicine*
Lillian A. Holland, *Nursing*
Thomas J. Holmes, *Radiology*
Jane Lyman Holtz, *Neurosciences*
Christine Howard, *Pathology*
Ann E. Israelson, *Fiscal Affairs*
Sheila M. Jackson, *Accounting*
Charles C. Jeffrey, *Anesthesia*
Michael S. Jellinek, *Psychiatry*
Roland Joseph, *Dietetics*
Lee K. Josephs, *Admitting*
Wendy M. Kallas, *Bacteriology*
Noreen T. Keane, *Medical Records*
Jane A. Kelley, *Radiology*
Denise A. Kettell, *Bacteriology*
Robert M. Key, *Environmental Services*
Linda S. Kimball, *Nursing*
William R. Kimball, *Anesthesia*
Wilma A. Knight, *Nursing*
Omanan Koul, *Neurology*
Diane Kuebler, *Pathology*
John C. Kuehnle, *Psychiatry*

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Blake F. Laspia, *Nursing*
Sherwood B. Lee, *Pediatrics*
Atley S. Leach, *Dietetics*
Carine LeBlanc, *Medical Records*
Ruth M. Liberfarb, *Pediatrics*
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Elizabeth B. MacDonnell, *Nursing*
Colleen T. MacKesey-Tufts, *Nursing*
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Joanna McLaughlin, *Nursing*
Mary E. McLaughlin, *Neurology*
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Dennis B. Mento, *Radiation Medicine*
Nancy M. Mermet, *Nursing*
Linda B. Micklay, *Nursing*
Aremise P. Mike, *Environmental Services*
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Shirleen Morris, *Nursing*
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Judith A. Mulcahy, *Nursing*
James J. Muller, *Psychiatry*
James W. Murdock, *Buildings & Grounds*
Kathleen M. Myers, *Nursing*
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Hartley S. Neel, *Radiology*
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Najmosama Nikrui, *Gynecology*
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Dalene Henshaw-McNeely, *Psychiatry*
John B. Herman, *Psychiatry*
Ann C. Hession, *Nursing*
Alan A. Hilgenberg, *Surgery*
Geraldine E. Holden, *Admitting*
Barbara B. Holmes, *Urology*
Rebecca A. Hooker, *Nursing*
Ilse R. Horn, *General Store*
Stacy Houghton, *Dermatology*
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Wendy M. Jennings, *Nursing*
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David Lhowe, *Orthopaedics*
Hirlanda Linse, *Nursing*
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Martha M. Lynch, *Dietetics*
Yasuko Mabuchi, *Neurology*
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Regis M. MacDonald, *Nursing*
Robin E. MacDonald, *Chelsea Health Center*
Stephen J. Madison, *Nursing*
Barbara A. Mahoney, *Medial Clinics Complex*
Eileen Mahoney, *Cardiac*
Charles D. Malis, *Medicine*
Evelyn H. Malkin, *Social Service*
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Michelle E. Marcella, *News and Archives*
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Karin M. McCarthy, *Pathology*
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Brian A. McGovern, *Medicine*
Eleanor McLaughlin, *Nursing*
Kathy D. McLaughlin, *Nursing*
Donna M. McNeil, *Nursing*
Mary D. McPhee, *Nursing*
Kathleen E. Megan, *Gynecology*
Joanne C. Melesciuc, *Cardiac*
William P. Milberg, *Psychiatry*
Rose M. Miele, *Radiology*
Susan Mills, *Nursing*
Sonny A. Mohammed, *Building & Grounds*
Lorraine M. Mohr, *Chaplain's Office*
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David D. Moore, *Molecular Biology*
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Sally E. Morton, *Nursing*
Michael A. Moskowitz, *Neurology*
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Eleanor E. Niles, *Materials Management*
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Diane M. Nosack, *Nursing*
Peter A. O'Hara, *Radiology*
Ann T. O'Sullivan, *Nursing*
Chistopher J. Owen, *Animal Farm*
Patricia J. Owens, *Nursing*
Soula Papadopoulos, *Neurology*
Jean R. Parry, *Cardiac*
Elise Pashigian. *Nursing*
Barbara A. Penn, *Medicine*
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Mary R. Piepenbrink, *Nursing*
Brenda L. Pignone, *Nursing*
John M. Pile-Spellman, *Radiology*
Geraldine C. Plunkett, *Nursing*
Bonnie L. Prall, *Nursing*
Marianne T. Preziosi, *Nursing*
Ann E. Quinn, *Neurology*
Debra L. Rafferty, *Nursing*
Geraldine L. Raper, *Social Services*
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Mary E. Reilly, *Nursing*
Catherine R. Riley, *Computer Services*
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Raymond A. Sobel, *Pathology*
Vanda Solarzoneal, *Nursing*
Anita Solimine, *Ambulatory Care*
Meryl Sommer, *Medical Clinics Complex*
Andrea E. Stern, *Psychiatry*
Anne Stone, *Nursing*
Martha Stone, *Treadwell Library*
George J. Stout, *Respiratory Care*
Stacey, A. Strah, *Nursing*
Catherine A. Stucke, *Nursing*
Diane C. Sturgis, *Orthopaedics*
Clare M. Sullivan, *Nursing*
Judith Sullivan, *Nursing*
Laura Sumner, *Nursing*
Maria Swan, *Nursing*
Kathleen J. Sweadner, *Neurosurgery*
Broke Swearingen, *Neurosurgery*
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James D. Thomas, *Medicine*
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Natalie Trudeau, *Cardiac*
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Lawrence N. Tucker, *Radiology*
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Brenda M. Williams, *Blood Transfusion Service*
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Melissa M. Wilson, *Nursing*
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Patricia Wright, *Nursing*
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Louise A. Barry, *Nursing*
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Chaia Bekefi, *Social Services*
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James R. Birkhead, *Arthritis*
Kathylee Bishop, *Rehabilitation Services*
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Ether Day

from page 1

Department photo taken in the early 1940s which included the entire staff—less than 30 people. "In contrast to what we have today, that's incredible," he said. "Now we would have to hire a stadium for a photo."

Ms. Zingarelli, a film librarian in Radiology, has worked in the department the entire half century she has been with the hospital. Ms. Zingarelli said she has no intention of retiring, and her colleagues want her to stay here until she's 100. "I have loved every minute of it," she said, "because I have been helping people."

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MASSACHUSETTS GENERAL HOSPITAL

Ether Day Observance

1991

"It was in the amphitheatre of the dome of the Bulfinch Building, the operating room of the hospital from 1821-1867, that the first great milestone in the development of modern surgery occurred. Here on October 16, 1846, the first public demonstration of the use of ether in a surgical operation was performed. Dr. John C. Warren, co-founder of the Massachusetts General Hospital and its first surgeon, operated on the patient, and Dr. William T.G. Morton, a dentist 'to whom history accords credit for the courage and imagination to demonstrate the chemical's properties in public,' administered the ether with his own apparatus. Within a year, following Dr. Morton's demonstration, ether was being used world-wide to conquer pain of surgery."

From–"This Priceless Heritage"

Program

Presiding

J. ROBERT BUCHANAN, M.D., *General Director*

Master of Ceremonies

THOMAS E. ROTHWELL, *Vice President of Human Resources*

Speaker

W. NICHOLAS THORNDIKE, *Chairman, Board of Trustees*

Presentation of Awards

Twenty Year Reader	–	BONNIE MICHELMAN, *Director Security Department*
Fifty, Forty, Thirty, Twenty Five Year Reader	–	CHRISTOPHER STOWELL, M.D., Ph.D. *Chief Blood Transfusion Service*

THE WANG ACC CAFETERIA

Friday Afternoon, October eighteenth

Nineteen hundred and ninety one

at three o'clock

Reception to follow

Walcott Room

SERVICE PIN AWARDS – 1991

In recognition of service

FOR FIFTY YEARS

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Stanley Moore Wyman, *Radiology*
Helen M. Zingarelli, *Radiology*

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Michael F. Epstein, *Pediatrics*
Nabil R. Fahmy, *Anesthesia*
Lucille M. Fairclough, *Nursing*
Cynthia A. Falconer, *Environmental Services*

FOR TWENTY YEARS

Johnny J. Farris, *Orthopedics*
Joyce R. Farris, *Materials Management*
Joel J. Feldman, *Surgery*
Ellen J. Fitzgerald, *Molecular Biology*
Clarence Frederick, *Environmental Services*
Joel Friedman, *Psychiatry*
Arlan F. Fuller, Jr., *Gynecology*
Lois V. Garbutt, *Dietetics*
Hari G. Garg, *Surgery*
Edna M. Gayle, *Nursing*
Gail G. Gazarian, *Nursing*
Aurora Gonzalez, *Nursing*
Clara R. Grant, *Dietetics*
Pamela P. Griffin, *Urology*
John H. Growdon, *Neurology*
Annunziat G. Gulino, *Nursing*
Dennis J. Gurgul, Anesthesia
Debra L. Guthrie, *Blood Transfusion Service*
Jordan I. Halasz, *Anesthesia*
Charles A. Hales, *Medicine*
Rita M. Healey, *Bunker Hill Health Center*
Robert C. Holland, *Respiratory Care Dept.*
Claire Hunt, *Radiation Medicine*
Eric A. Johnson, *Buildings & Grounds*
Grace I. Johnson, *Medical Records*
Richard A. Johnson, *Dermatology*
Vivian M. Johnson, *Surgical Associates*
Marjorie M. Kachoris, *Bacteriology*
David J. Kanarek, *Medicine*
James Kauycheck, *Environmental Services*
John Patrick W. Kelly, *Oral Surgery*
J. Philip Kistler, *Neurology*
Kalpathy S. Krishnamoorthy, *Neurology*
Maria C. Lambert, *Clinical Administration*
William L. Leone, *Credit & Collections*
David N. Levine, *Neurology*
Robert A. Levine, *Neurology*
Dulcie Lewis, *Nursing*
Gwynn Lewis, *Dietetics*
Ruth Lewis, *Patient Financial Services*
David A. Link, *Pediatrics*
Merril G. Liteplo, *Dermatology*
Benjamin Lopez, *Nursing*
Flora L. Luis, *Chelsea Health Center*
Roseann Mandell, *Neurology*
Ruby Mark, *Dietetics*
Richard P. Martino, *Radiology*
Richard H. Masland, *Neurosurgery*
John Mazurkiewicz, *Buildings & Grounds*
James C. McCarthy, *Materials Management*
Deborah J. McGrath, *Nursing*
Ronald E. Merritt, *Radiology*
Keith W. Miller, *Anesthesia*
Domenic R. Misiano, *Chemistry*
Rose Mooradian, *Thyroid*
Dora L. Moore, *Materials Management*
Richard Moore, *Dietetics*
Robert D. Morse, *Surgical Associates*
Thomas J. Murphy, *Security*
Ronald S. Newbower, *Anesthesia*
Vita Niles, *Dietetics*
Donald J. Novak, *Psychiatry*
J. Patrick O'Brien, *Psychiatry*
Marjorie E. Osborne, *Nursing*
Catherine Padyk, *Kidney Dialysis*
Deborah S. Palmer, *Nursing*
Carol A. Parrotta, *Chelsea Health Center*
Susan P. Pauker, *Pediatrics*
Gerard J. Pellegrini, *Cardiac*
Daniel M. Philbin, *Anesthesia*
Gloria Pierre , *Admitting*
Irma R. Pierre, *Inpatient Phlebotomy*
Maria S. Quarato, *Transport*
Ann R. Quealy, *Nursing*
Elsa K. Ramin, *Social Service*
Harold J. Randolph, *Admitting*
Irene Raudins, *Inpatient Phlebotomy*
Esmeina Ricketts, *Materials Management*
Marcia L. Rie, *Rehabilitation Services*
Michael A. Rie, *Medicine*
Jane A. Ritzenthaler, *Blood Transfusion Service*
Malcolm L. Rosenblatt, *Psychiatry*
Alicia S. Rounds, *Nursing*
Sherry A. Rousseau, *Nursing*
Patricia E. Rozett, *Nursing*
Robert H. Rubin, *Medicine*
Karen M. Ryan, *Nursing*
Beatrice Salmon, *Chemistry*
Robert S. Sedlacek, *Radiation Oncology*
Louise M. Sethmann, *Nursing*
Arvind S. Shah, *Pharmacy*
Nyla L. Shellito, *Nursing*
Nancy E. Simonetti, *Nursing*
Myron Siner, *Pediatrics*
David C. Singer, *Nursing*
Vincent R. Sites, *Radiology*
Marion G. Small, *Nursing*
Sarah N. Smigielski, *Respiratory Care Dept.*
Susan E. Smith, *Kidney Dialysis*
James R. Spooner, *Anesthesia*
Fern S. Springstead, *Dietetics*
Dolores M. Stanton, *Nursing*
Jacqueline St. Charles, *Environmental Service*
Philip E. Steeves, *Radiology*
Karla S. Stenger, *Surgical Research*
Urlene V. Straker, *Dietetics*
Beverly A. Sullivan, *Nursing*
Janet V. Swanson, *Human Resources*
Ralph C. Sweetland, *Orthopaedics*
Omega Tabb, *Nursing*
Juan M. Taveras, *Radiology*
Courtney M. Taylor, *Environmental Services*
Philicia Thomas, *Nursing*
James S. Titus, Cardiac
I. David Todres, *Pediatrics*
Beatrice Tulloch, *Anesthesia*
Virginia M. Wagg, *Nursing*
Arthur C. Waltman, *Radiology*

FOR TWENTY YEARS

Margaret W. Wilkie, *Surgical Research*
Mary A. Williams, *Nursing*
Sylvia A. Wilson, *Dietetics*
Katherine A. Winstone, *Nursing*
Thomas R. Wonders, *Research Administration*
Lawrence C. Wood, *Medicine*
Leah A. Wood, *Cardiac*
Robert L. Woods, *Dietetics*
John D. Wright, *Biomedical Engineering*
Mary-Jo Zingarelli, *Nursing*

FOR FIFTEEN YEARS

Michele M. Angelo, *Arthritis*
Karen A. Arey, Radiology
Marie E. Armentano, *Psychiatry*
Sara-Beth Asekoff, *Nursing*
Hugh Auchincloss, *Surgery*
Richard A. Backman, *Security*
Richard J. Baer, *Blood Transfusion Service*
Joanne M. Balmer, *Nursing*
Corwin E. Bastian, *Dietetics*
Catherine L. Beisheim, *Nursing*
Elizabeth R. Bishop, *Chelsea Health Center*
Betty B. Blaides, *Nursing*
Charles H. Bland, *Materials Management*
Peter Blatchford, *Treasurers Office*
Ellen A. Block, *Radiology*
Joseph V. Bonventre, *Medicine*
Beth M. Bragdon, *Kidney Dialysis*
Gloria D. Brewster, *Surgical Associates*
Harold A. Brooks, *Dietetics*
Rosemarie Buonopane, *Professional Billing*
Edward W. Campion, *Medicine*
Jaqueline A. Cannan, *Rehabilitation Services*
Penny J. Carleton, *Anesthesia*
Marie G. Casaletto, *Chelsea Health Center*
William W. Chin, *Medicine*
Marcia R. Christensen, *Gastrointestinal Services*
John H. Clark, *Accounting*
Jane M. Cobb, *Nursing*
Linda A. Cohoon, *Nursing*
Ann P. Colley, *Orthopaedics*
Kathleen Contrado, *Pathology*
Ellen Coughlin, *Nursing*
Ricardo Cox, *Nursing*
Edward Craffey, *Cardiac*
Patricia L. Crawford, *Neurology*
Mary A. Currier, *Surgical Associates*
Janice E. Day, *Admitting*
Max Day, *Psychiatry*
Karin A. Dean, *Nursing*
Angela M. Delvecchio, *Surgical Research*
Anthony J. Deyeso, *Nursing*
Jules L. Dienstag, *Medicine*
Marie G. Diorio, *Infection Control Unit*
Raffaele Divito, *Buildings & Grounds*
Armando Dockery, *Radiology*
Mary J. Donnelly, *ACD Administration*
Maureen Doran, *Surgical Research*
Kathleen Egan, *Blood Transfusion Service*
Brenda M. Eklund, *Nursing*
Bernadette A. Elliott, *Cardiac*
David R. Elmaleh, *Radiology*
Edward A. Emde, *Environmental Services*
Joyce A. Enwright, *Treasurer's Office*
Jean R. Exilus, *Dietetics*
William F. Fallon, *Accounting*
Veronical M. Farguarson, *Dietetics*
Mary P. Farrell, *Nursing*
Felicia A. Favorito, *Nursing*
John D. Favorito, *Pediatric Surgery*
Carol A. Feeney, *Blood Transfusion Service*
Charles M. Ferguson, *Surgery*
Mary Jane Ferraro, *Bacteriology*
Mark C. Fishman, *Medicine*
Ellen T. Fitzgerald, *Ambulatory Care*
Brenda R. Flavin-Warshaw, *Surgical Associates*
Frances M. Foti, *Endocrine*
Theresa E. Fowler, *Ambulatory Care*
Elizaabeth A. Fredericks, *Environmental Services*
James M. Gage, *Planning Office*
Anne M. Galanis, *Credit & Collections*
Harry Garabedian, *Cardiac*
Hasan Garan, *Medicine*
Doreen M. Gardner, *Nursing*
John E. Godine, *Medicine*
Pablo Gomery, *Urology*
Ernesto Gonzalez, *Dermatology*
Cynthia J. Goodwin, *Blood Transfusion Service*
Christopher D. Gordon, *Psychiatry*
Peter H. Gordon, *Radiology*
Joseph F. Green, *Security*
Nancy A. Green, *Nursing*
Arlene A. Greene, *Nursing*
Peter T. Greenspan, *Pediatrics*
Jean N. Grieci, *Radiology*
Joseph K. Hamory, *Anesthesia*
Sally A. Harrington, *Blood Transfusion Service*
Ethel Haynesworth, *Hematology*
Barbara Hennessey, *Research Administration*
Ted N. Hester, *Medical Walk-In Unit*
Marjorie Hodges, *Pathology*
Michael F. Holick, *Medicine*
Lillian A. Holland, *Nursing*
Thomas J. Holmes, *Radiology*
Jane Lyman Holtz, *Neurosciences*
Christine Howard, *Pathology*
Ann E. Israelson, *Fiscal Affairs*
Sheila M. Jackson, *Accounting*
Charles C. Jeffrey, *Anesthesia*
Michael S. Jellinek, *Psychiatry*
Roland Joseph, *Dietetics*
Lee K. Josephs, *Admitting*
Wendy M. Kallas, *Bacteriology*

FOR FIFTEEN YEARS

Noreen T. Keane, *Medical Records*
Jane A. Kelley, *Radiology*
Denise A. Kettell, *Bacteriology*
Robert M. Key, *Environmental Services*
Linda S. Kimball, *Nursing*
William R. Kimball, *Anesthesia*
Wilma A. Knight, *Nursing*
Omanan Koul, *Neurology*
Diane Kuebler, *Pathology*
John C. Kuehnle, *Psychiatry*
Elizabeth E. Lada, *Nursing*
Martha E. Lake, *Medical Clinics Complex*
Dianne C. Langford, *Nursing*
Mary E. Larkin, *Diabetes*
Blake F. Laspia, *Nursing*
Sherwood B. Lee, *Pediatrics*
Atley S. Leach, *Dietetics*
Carine LeBlanc, *Medical Records*
Ruth M. Liberfarb, *Pediatrics*
Joseph Lombardo, *Buildings & Grounds*
Christopher J. Lynch, *Emergency Ward*
Elizabeth B. MacDonnell, *Nursing*
Colleen T. MacKesey-Tufts, *Nursing*
Helen S. Mann, *Psychiatry*
Bonifacia R. Manzano, *Nursing*
Donna M. Marfoli, *Chemistry*
Barbara L. Maxey, *Social Service*
Karen A. McDowell, *Surgical Associates*
Christine McElroy, *Blood Transfusion Service*
Joanna McLaughlin, *Nursing*
Mary E. McLaughlin, *Neurology*
Theresa C. McLoud, *Radiology*
Patricia A. McManus, *Radiation Medicine*
Dennis B. Mento, *Radiation Medicine*
Nancy M. Mermet, *Nursing*
Linda B. Micklay, *Nursing*
Aremise P. Mike, *Environmental Services*
Khorsrow T. Momtaz, *Dermatology*
Andrea M. Mongiello, *Radiology*
Walter E. Moody, *Environmental Services*
Shirleen Morris, *Nursing*
Wilfred A. Mottley, *Environmental Services*
Judith A. Mulcahy, *Nursing*
James J. Muller, *Psychiatry*
James W. Murdock, *Buildings & Grounds*
Kathleen M. Myers, *Nursing*
Mae Nataupsky, *Chelsea Health Center*
Hartley S. Neel, *Radiology*
Carl W. Niland, *Dietetics*
Najmosama Nikrui, *Gynecology*
Ralph A. Nixon, *Psychiatry*
Kenneth W. Nobel, *Psychiatry*
Claire G. O'Brien, *Medical Practice*
Patricia J. O'Malley, *Pediatrics*
Rosemarie O'Sullivan-Sta, *Medical Clinics Complex*
Marilyn E. Oxford, *Nursing*
Armando M. Pagliuca, *Environmental Services*
Carl H. Perry, *Environmental Services*
Charles R. Perry, *Radiology*
Judith M. Pines, *Nursing*
Kimberly R. Plummer, *Project Management*
Kathy S. Porter, *Nursing*
Ronald P. Prachniak, *Project Management*
John J. Purcell, *Psychiatry*
Magdi M. Ragheb, *Anesthesia*
Foster O. Reed, *Transport Services*
Frances E. Regan, *Gyn. Amb. Care*
Patricia A. Regan, *Utilization Management*
Barbara A. Rich, *Children's Services*
Abbey J. Riley, *Utilization Management*
James M. Richter, *Medicine*
John M, Riley, *Psychiatry*
Heike Rolle-Daya, *Pediatrics*
Allan H. Ropper, *Neurology*
Mary E. Roy, *MGH Imaging Center*
James A. Scott, *Radiology*
Kathleen P. Shale-Dwyer, *Blood Transfusion Service*
Myra J. Shalett, *Chelsea Health Center*
Janet R. Shopis, *Blood Transfusion Service*
Adelaide Smith, *Bunker Hill Health Center*
Stephen R. Smith, *Surgery*
Carolyn E. Somers, *Materials Management*
Lillian Sonnenberg, *Dietetics*
Gloria T. Sprague, *Radiology*
Paul R. Sprague, *Ortho Workshop*
Mary I. Starble, *Social Services*
Theodore A. Stern, *Psychiatry*
Walter J. Stewart, *Dietetics*
Harry W. Strauss, *Radiology*
Nancy M. Sullivan, *Administration*
Ronald G. Tompkins, *Surgery*
Cecily M. Tremlett, *Nursing*
Stephen B. Trippel, *Orthopaedics*
Epifania Valencia, *Pedi Microchem*
Marilyn A. Vancini, *Nursing*
Richard Van Praagh, *Pathology*
Philip E. Waithe, *Blood Transfusion Service*
Nancy Ward, *Nursing*
Alfred A. White, *Nursing*
Eileen F. White, *Social Service*
Michael M. Wick, *Dermatology*
Elizabeth M. Wilkie, *Surgical Research*
John S. Wolfson, *Medicine*
Elaine Woo, *Medicine*
Susan L. Worden, *Nursing*
Robert F. Yonge, *Communications*
Pamela J. York, *Environmental Services*
Edward E. Zalitis, *Pediatrics*
Bertram Zarins, *Orthopaedics*
Rita Deziel Zielstorff, *Medicine*

FOR TEN YEARS

Donna M. Achorn, *Cardiac*
Jean M. Acquadro, *Nursing*
Marilyn S. Albert, *Psychiatry*
Maggie E. Allen, *Medical Oncology*
Sharon E. Anderson, *Nursing*
Linda M. Arini, *ACD Administration*
Lee Baer, *Psychiatry*
Joanne Baggerly, *Nursing*
Denise A. Balfe, *Orthopaedics*
Henrietta N. Barnes, *Medicine*
Julie C. Beatrice, *Radiology*
Katherine M. Bernato, *Surgical Associates*
Mary L. Bertucio, *Blood Transfusion Service*
Frederick R. Bieber *Pediatrics*
Elaine F. Bitar, *Nursing*
Kenneth D. Bloch, *Medicine*
Monica L. Boldescu, *Orthopedics*
Karen M. Borghi, *Nursing*
D. K. Borten, *Management Engineering Dept.*
AnneMarie Bourque, *Nursing*
Robyn A Briatico, *Nursing*
Sharon D. Bridges, *Nursing*
Kenneth R. Briggs, *Psychiatry*
Andrew W. Brotman, *Psychiatry*
Anna-Liisa Brownell, *Radiology*
Mary Buchholz, *Cardiac*
Christopher M. Buckley, *Pulmonary*
Amanda J. Bulette, *Nursing*
Debra A. Burke, *Nursing*
Janet E. Burke, *Nursing*
Martha Byington, *Administration*
Maria L. Cabral, *Admitting*
Norma M. Cadogan, *Materials Management*
Robert A. Caggiano, *Psychiatry*
Janice M. Cahill, *Cardiac*
Robert A. Cain, *Buildings & Grounds*
Susan E. Capanno, *Nursing*
Celia J. Carle, *Accounting*
Lisa P. Carr, *Nursing*
Phyllis L. Carr, *Medicine*
Lorraine S. Castaldo, *Dietetics*
Dwight J. Caufield, *Buildings & Grounds*
Patricia A. Chodkowski, *Nursing*
Angela Cicerone, *Cardiac*
Margaret D. Clapp, *Pharmacy*
Meryl I. Cohen, *Rehabilitation Services*
Barbara J. Colucci, *Gyn. Amb. Care*
Thomas F. Connolly, *Orthopaedics*
Paul M. Copeland, *Medicine*
Francis Corbett, *Pharmacy*
Elisabeth A. Costigan, *Nursing*
Anthony Cote, *Chemistry*
Gerard Cotter, *Cardiac*
Edward D. Cowal, *Chelsea Health Center*
James E. Crandall, *Neurology*
Judith A. Crater, *Nursing*
Gregory Crosby, *Anesthesia*
Vincent D. Cucchiara, *Administration*
Irene J. Cuoco, *Social Service*
Bernice G. Dacosta, *Materials Management*
Lucyellen M. Dahlgren, *Nursing*
John Damiano, *Environmental Services*
Christine M. Dann, *Nursing*
Paul Davidson, *Security*
Barbara J. Deangelis, *Radiology*
Cheryl M. Dear, *Nursing*
Rosemary J. DeFrancisco, *Neurology*
Carmen DeJesus, *Chelsea Health Center*
Linda M. Delahanty, *Nutrition Services*
Cathy M. Delaware, *Thyroid*
Harold J. Demonaco, *Administration*
Anthony J. Desimone, *Environmental Services*
Carol J. Deveau, *Admitting*
Julian S. Devonish, *Environmental Services*
Albert J. DiPietro, *Security*
Karen A. Doremus, *Nursing*
John J. Driscoll, *Security*
Janet H. Duffy, *Nursing*
Deborah A. Duggan, *Infectious Disease*
Laurene A. Dynan, *Nursing*
Ann C. Eastman, *Nursing*
Clarence Edwards, *Materials Management*
Joan E. Elias, *Office of Legal Counsel*
Jean B. Fahey, *Nursing*
Barbara L. Flynn, *Credit & Collections*
Maryann H. Foley, *Nursing*
Willie Folson, *Nursing*
Joanne Franklin, *Nursing*
Frederic D. Frigoletto, *Gynecology*
Harvey W. Fritz, *Orthopaedics*
David J. Gaboriault, *Materials Management*
Gail K. Gaffey, *Psychiatry*
Theresa M. Gallivan, *Nursing*
Richard W. Gange, *Dermatology*
Joanne Gardyna-McCusker, *General Store*
Margaret A. Gargarian, *Anesthesia*
Ellen M. Garneau, *Radiology*
Richard Gasior, *Buildings & Grounds*
Kathleen T. Gaspa, *Anesthesia*
David R. Gastfriend, *Psychiatry*
Ronald R. Gaudette, *Pharmacy*
Robert B. Gavazzi, *Environmental Services*
Diane M. Gay, *Nursing*
Katherine Gerostergios, *Computer Services*
Donald C. Goff, *Psychiatry*
Kathleen M. Gonczarek, *Nursing*
Howard M. Goodman, *Molecular Biology*
Norman A. Graf, *Chemistry*
Susan Graham, *Medical Walk-In Unit*
Joanne H. Grant, *Nursing*
Rita M. Greco, *Pathology*
David M. Grice, *Nursing*
Kathleen C. Griffin, *Nursing*
Robert J. Grogan, *Nursing*
Sandra J. Guarino, *Radiology*
Patricia A. Guerriero, *Surgical Associates*
Mary L. Guy, *Cardiac*
Ernest M. Haddad, *General Counsel*

FOR TEN YEARS

Jeanne M. Haddad, *Radiology*
Coral D. Haggan, *Diabetes*
Catherine M. Haker, *Nursing*
Karen E. Hall, *Institute of Health Professions*
Robert K. Hallisey, *Pharmacy*
Florence Halmowoo, *Environmental Services*
Edward Hamman, *Building & Grounds*
Asher Harel, *Gynecology*
Kevin J. Harrington, *Human Resources*
John H. Hartwig, *Medicine*
E. Tessa Hedley-Whyte, *Pathology*
Joel M. Heller, *Information Resources*
William B. Henry, Jr., *Orthopaedics*
Dalene Henshaw-McNeely, *Psychiatry*
John B. Herman, *Psychiatry*
Ann C. Hession, *Nursing*
Alan A. Hilgenberg, *Surgery*
Geraldine E. Holden, *Admitting*
Barbara B. Holmes, *Urology*
Rebecca A. Hooker, *Nursing*
Ilse R. Horn, *General Store*
Stacy Houghton, *Dermatology*
Dora W. Hsu, *Pathology*
Rose J. Hudia-Galweski, *Radiology*
Peter L. Hudson, *Surgical Associates*
Nancy M. Hunsberger, *Dietetics*
Vincent Izzi, *Security*
Claudette Jacob, *Nursing*
James L. Jameson, *Medicine*
Gail E. Jennings, *Nursing*
Wendy M. Jennings, *Nursing*
Katherine J. Jewell, *Chelsea Health Center*
Marjorie A. Jordan, *Nursing*
Marie J. Joseph, *Materials Management*
Sandra A. Jutras, *Nursing*
Maria A. Kallock, *Nursing*
Rose A. Kamitsuka, *Nursing*
Cynthia L. Kane, *Nursing*
Muriel Kanter, *Anesthesia*
Lee M. Kaplan, *Medicine*
Linda A. Kaplan, *Neurology*
George G. Katsas, *Pathology*
Elizabeth Keating-Cohen, *Psychiatry*
Adele L. Keeley, *Nursing*
Mary E. Kelly, *Radiology*
Leslie S. Kershaw, *Nursing*
Beth A. King-Wilkinson, *Cancer Center*
Mary E. Kinnealey, *Anesthesia*
Robert C. Knapp, *Gynecology*
Harold W. Kneeland, *Nursing*
Albert E. Knotts, *Information Resources*
Irene E. Kochevar, *Dermatology*
Ann R. Kofsky, *Nursing*
Walter J. Koroshetz, *Neurology*
Linda J. Kovitch, *Nursing*
Neil W. Kowall, *Neurology*
Kenneth T. Kuster, *Computer Services*
Florence Lai, *Neurology*
Anna D. Laidley, *Gastrointestinal Services*
Judy A. LaMarre, *Nursing*
Marcia Lambert, *Nursing*
Paul J. Laraia, *Medicine*
Philip W. Lavori, *Psychiatry*
Therese M. Leddy, *Nursing*
Lily Lee, *Nursing*
David Lhowe, *Orthopaedics*
Hirlanda Linse, *Nursing*
Jacquelyn Littlewood, *Pathology*
Clifford W. Lo, *Pediatrics*
Judith P. Locke, *Lab. of Computer Science*
Margaret A. Lospennato, *Cardiac*
Ricardo O. Lowe, *Patient Financial Services*
Susan Lozzi, *Nursing*
Karen E. Lynch, *Anesthesia*
Martha M. Lynch, *Dietetics*
Yasuko Mabuchi, *Neurology*
Marie T. MacDonald, *Nursing*
Regis M. MacDonald, *Nursing*
Robin E. MacDonald, *Chelsea Health Center*
Stephen J. Madison, *Nursing*
Barbara A. Mahoney, *Medial Clinics Complex*
Eileen Mahoney, *Cardiac*
Charles D. Malis, *Medicine*
Evelyn H. Malkin, *Social Service*
Mary A. Malloy, *Nursing*
Michelle E. Marcella, *News and Archives*
Marcia Martins, *Admitting*
Edward M. Masley, *Chemistry*
Judy A. Mattoon, *Pedi Microchem*
Betty D. McCarthy, *Radiology*
Julie A. McCarthy, *Nursing*
Karin M. McCarthy, *Pathology*
Suzanne M. McCarthy, *Nursing*
Brian A. McGovern, *Medicine*
Eleanor McLaughlin, *Nursing*
Kathy D. McLaughlin, *Nursing*
Donna M. McNeil, *Nursing*
Mary D. McPhee, *Nursing*
Kathleen E. Megan, *Gynecology*
Joanne C. Melesciuc, *Cardiac*
William P. Milberg, *Psychiatry*
Rose M. Miele, *Radiology*
Susan Mills, *Nursing*
Sonny A. Mohammed, *Building & Grounds*
Lorraine M. Mohr, *Chaplain's Office*
Richard B. Montgomery, *Human Resources*
David D. Moore, *Molecular Biology*
Robin A. Morello, *Administration*
Ann E. Morrill, *Nursing*
Sally E. Morton, *Nursing*
Michael A. Moskowitz, *Neurology*
Joan L. Moss, *Materials Management*
Richard H. Myers, *Neurology*
Kathryn A. Nee, *Surgical Associates*
Margaret M. Nelson, *Nursing*
Marie A. Neptune, *Environmental Services*
Cynthia M. Nigro, *Nursing*
Eleanor E. Niles, *Materials Management*

FOR TEN YEARS

Norman S. Nishioka, *Medicine*
Joann C. Nixon, *Cardiac*
Diane M. Nosack, *Nursing*
Peter A. O'Hara, *Radiology*
Ann T. O'Sullivan, *Nursing*
Chistopher J. Owen, *Animal Farm*
Patricia J. Owens, *Nursing*
Scula Papadopoulos, *Neurology*
Jean R. Parry, *Cardiac*
Elise Pashigian, *Nursing*
Barbara A. Penn, *Medicine*
John J. Phillips, *Medical Records*
Lisle A. Phillips, *Materials Management*
Nicholas F. Picariello, *Medicine*
Mary R. Piepenbrink, *Nursing*
Brenda L. Pignone, *Nursing*
John M. Pile-Spellman, *Radiology*
Geraldine C. Plunkett, *Nursing*
Bonnie L. Prall, *Nursing*
Marianne T. Preziosi, *Nursing*
Ann E. Quinn, *Neurology*
Debra L. Rafferty, *Nursing*
Geraldine L. Raper, *Social Services*
James B. Ravenscroft, *Radiology*
Kathleen A. Reilly, *Nursing*
Mary E. Reilly, *Nursing*
Catherine R. Riley, *Computer Services*
Christina M. Rivkees, *Nursing*
Christopher S. Robbins, *Nursing*
Janet M. Roche, *Nursing*
Leonard M. Rodin, *Psychiatry*
Ann Marie Romig, *Nursing*
Thomas E. Rothwell, *Human Resources*
Andrew E. Rosenberg, *Pathology*
Willcox K. Ruffin, *Surgery*
Jeanne C. Rufo Huckins, *Nursing*
Paula A. Ruvido, *Radiology*
Sanjay Saini, *Radiology*
Joann M. Salamunca, *Cardiac*
Suzanne L. Sanders, *Nursing*
Madelyn F. Scannell, *Nursing*
Elizabeth E. Schulz, *Cardiac*
Steven J. Scire, *Fiscal Affairs*
Milton H. Scott, *Buildings & Grounds*
Nancy A. Serrell, *Medicine*
Camille A. Shaw, *Nursing*
Elaine F. Sheets, *Urology*
Gregory M. Shoukimas, *Radiology*
Barbara J. Siftar, *Psychiatry*
Donna M. Slicis, *Nursing*
Katherine M. Sloan, *Neurology*
David B. Smith, *Medicine*
Janet E. Smith, *Emergency Ward*
John A. Smith, *Pathology*
John D. Snyder, *Pediatrics*
Raymond A. Sobel, *Pathology*
Vanda Solarzoneal, *Nursing*
Anita Solimine, *Ambulatory Care*
Meryl Sommer, *Medical Clinics Complex*
Andrea E. Stern, *Psychiatry*
Anne Stone, *Nursing*
Martha Stone, *Treadwell Library*
George J. Stout, *Respiratory Care*
Stacey, A. Strah, *Nursing*
Catherine A. Stucke, *Nursing*
Diane C. Sturgis, *Orthopaedics*
Clare M. Sullivan, *Nursing*
Judith Sullivan, *Nursing*
Laura Sumner, *Nursing*
Maria Swan, *Nursing*
Kathleen J. Sweadner, *Neurosurgery*
Broke Swearingen, *Neurosurgery*
Carol Goodwin Taylor, *Psychiatry*
Robert I. Tepper, *Medicine*
James D. Thomas, *Medicine*
David F. Torchiana, *Surgery*
Gunilla S. Trautman, *Anesthesia*
Natalie Trudeau, *Cardiac*
Elizabeth R. Tucker, *Nursing*
Lawrence N. Tucker, *Radiology*
Janice M. Tully, *Nursing*
Bernadette C. Tuttle, *Utilization Management*
Rosalie A. Tyrrell, *Nursing*
Mark A. Uva, *Accounting*
Gyna M. Vargas, *Management Engineering*
Caroline S. Venuti, *Surgical Service*
Gail J. Venuti, *Hematology*
Margaret A. Vernon, *Blood Transfusion Service*
Jean-Paul Vonsatel, *Pathology*
Karen Votta, *Radiology*
Althea E. Walker, *Materials Management*
Mary B. Walsh, *Nursing*
Isabella K. Wang, *Chemistry*
Ralph L. Warren, *Surgery*
Catherine A. Waterman, *Communications*
Karen P. Welch, *Bacteriology*
Laura Jean Weisberg, *Psychiatry*
Barbara R. West, *Oral Surgery*
Carol A. Whooley, *Molecular Biology*
Jerzy Wieckiewicz, *Buildings & Grounds*
Brenda M. Williams, *Blood Transfusion Service*
Joy A. Williams, *Nursing*
Melissa M. Wilson, *Nursing*
Scott N. Wilson, *Psychiatry*
Deborah E. Wing, *Nursing*
Maria D. Winne, *Nursing*
Patricia Wright, *Nursing*
Denise M. Young, *Nursing*
Jeanne M. Zarrella, *Nursing*

FOR FIVE YEARS

Stephen M. Afrow, *Information Resources*
Marsood Ahmad, *Radiology*
Juana R. Alava, *Environmental Services*
Dolores M. Allwood, *Admitting*
Donna M. Alonardo, *Nursing*
Deborah M. Ambrose, *Nursing*
Arthur Anderson, *Environmental Services*
Deborah A. Anderson, *Nursing*
Marjorie S. Andrus, *Medical Oncology*
Linda Annett, *Cardiac*
Mary M. Aoun-Wathne, *Arthritis*
Paul H. Atkinson, *Molecular Biology*
John L. Avery, *Dietetics*
Cynthia L. Avola, *Admitting*
Susan C. Backman, *Nursing*
Guillermo J. Banchiere, *Environmental Services*
Audrey R. Banyacski, *Surgery*
Karen R. Barbarisi, *Surgical Associates*
Laura A. Barrus, *Nursing*
Louise A. Barry, *Nursing*
Marian M. Bartholomay, *Nursing*
Barbara J. Bartkiewicz, *Professional Billing*
Chaia Bekefi, *Social Services*
Carol A. Bell, *Professional Billing*
Mareseau J. Benjamin, *Environmental Services*
Robert M. Bienkowski, *Respiatory Care Dept.*
James R. Birkhead, *Arthritis*
Kathylee Bishop, *Rehabilitation Services*
Raymond J. Bisio, *Nursing*
Sheila R. Bloom, *Children's Service*
Mary C. Bonasera, *Blood Transfusion Service*
Virginia Bonilla, *Environmental Services*
Richard S. Boskey, *Office of Legal Counsel*
Scott V. Bossi, *Computer Services*
Florrie A. Bothwell, *Nursing*
Katherine Botta, *Pulmonary*
Sharon E. Brackett, *Nursing*
Elizabeth H. Bradley, *Administration*
Gail A. Brancella, *Pulmonary*
Suellen Breakey, *Blood Transfusion Service*
Sherry L. Brec, *Radiology*
James J. Breen, *Materials Management*
Joan M. Brennan, *Nursing*
Gerard P. Brisebois, *Radiology*
Jovan M. Brodeur, *Nursing*
Deborah A. Brown, *Institute of Health Profession*
Paul I. Brown, *Buildings & Grounds*
Susan E. Brown, *Nursing*
Deidre A. Buckley, *Neurology*
Regina O. Buckley, *Administration*
Sidney L. Burd, *Rehabilitation Medicine*
Cathleen A. Burke, *Nursing*
Christine M. Burns, *Nursing*
John T. Butler, *Anesthesia*
Estelle Y. Byam, *Dietetics*
Joanne Byrne, *Accounting*
Janice M. Camuso, *Nursing*
Maria Cano, *Nursing*
Irene L. Carini, *Credit & Collections*
Kathleen M. Carlson, *Neurology*
Catherine M. Caron, *Nursing*
Christine A. Carr, *Diabetes*
Patricia A. Carroll, *Cardiac*
Aldene Carter, *Dietetics*
Lisa A. Casey, *Nursing*
Denise M. Cataldo, *Nursing*
Andrea F. Cellini, *Nursing*
Diane Chartier Freitas, *Nursing*
Norah C. Chen, *Dermatology*
Thavy Chen, *Environmental Services*
Deborah A. Chevalier, *Nursing*
Julie H. Childs, *Chemistry*
Pembroke B. Chinn, *Radiation Medicine*
Diane M. Chontos, *Nursing*
Margaret Chotkowski, *Nursing*
Julie A. Clark, *Nursing*
Janice E. Cobb, *Bacteriology*
Craig J. Coffey, *Administration*
Katherine F. Coffey, *Pedi Microchem*
Daniel P Cogliano, *Inpatient Phlebotomy*
Geraldine J. Collins, *Human Resources*
Stephanie J. Conley, *Inpatient Phlebotomy*
Catherine A. Connarton, *Credit & Collections*
Mary J. Connaughton, *Nursing*
Linda R. Connor, *Neurology*
William M. Coose, *Buildings & Grounds*
Jayne Cormier, *Radiology*
Michael E. Cothern, *Cardiac*
Roy Cox, *Environmental Services*
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Diane F. Crowley, *Radiology*
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Theresa A. Curley, *Materials Management*
Susan E. Daley, *Nursing*
Yvonne E. Daniel, *Environmental Services*
James M. Daniels, *Buildings & Grounds*
Mary B. Darling, *Nursing*
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Mary A. Davis, *Pathology*
Jane L. Deitrich, *Research Administration*
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Constance Dellarusso, *Registrar's Office*
Mary Delmonaco, *Nursing*
Marie E. DeRosa, *Chelsea Health Center*
Jill E. DeSimone, *Credit & Collections*
Catherine A. Devitto, *Patient Financial Services*
Katherine T. Devlin, *Medical Records*
William J. Dignan, *Buildings & Grounds*
Maria F. Dinardo, *Blood Transfusion Service*
Jane M. Diogo, *Nursing*
Lisa M. Dissanayake, *Resources and Development*
Cathy H. Do, *Radiation Medicine*
Kristine C. Dodge, *Rehabilitation Medicine*
Martin J. Doherty, *Cardiac*
Heather R. Donahue, *Nursing*
Sean E. Donovan, *Security*
Loraine Dorfeuille, *Chemistry*
Lori J. Dow, *Nursing*

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Cheryl A. Dowd, *Nursing*
Michelle M. Dowling, *Language Clinic*
Jacqueline K. Doyle, *Nursing*
Chaocheng D. Du, *Cardiac*
Paulette Dumont, *Respiratory Care*
Dolores A. Dunne, *Radiology*
Therese M. Edgar, *Bacteriology*
Pamela C. Edwards, *Radiation Medicine*
Kent D. Eliason, *Blood Transfusion Service*
Gregory A. Estey, *Lab of Computer Science*
Carole A. Evans-Baer, *Psychiatry*
Consiglia M. Fail, *Nursing*
Leeanne Fairbanks, *Transplantation Biology Research*
Cheryl A. Fargo, *Medical Clinics Complex*
Karen Ferreira, *Orthopaedics*
Sioban M. Finn, *Nursing*
Donna M. Fitzpatrick, *Blood Transfusion Service*
Patrick E. Flaherty, *Emergency Ward*
Barbara E. Flannery, *Nursing*
Grace Floro, *Professional Billing*
John T. Foley, *Computer Services*
Georgene R. Fontana, *Radiation Medicine*
Beth A. Fortini, *Orthopaedics*
Chatherine M. Franklin, *Nursing*
Mara Freimanis, *Endocrine*
William E. Gamez, *Parking & Commuter Services*
Paul Gardener, *Parking & Commuter Services*
Beth Garvin, *Nursing*
Lynn P. Gedrimas, *Surgical Associates*
Karen D. Gerald, *Blood Transfusion Service*
Charlotte F. Gesner, *Surgical Associates*
Tewfik I. Ghattas, *Nursing*
Maryann Girvids, *Nursing*
Robert C. Giunta, *Human Resources*
Gerard J. Gleeson, *Environmental Services*
Patricia A. Glidden, *Nursing*
Ellen Godfrey, *Infectious Disease*
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Diane M. Gouveia, *Thyroid*
Barbara F. Grams, *Nursing*
Kathleen A. Graney, *Nursing*
Jennifer M. Granfield, *Nursing*
Christine K. Gray, *Dietetics*
Denise A. Gray, *Nursing*
Sandra A. Gray, *Nursing*
Winifred A. Griffen, *Bacteriology*
June M. Guarente, *Nursing*
Deborah A. Guinee, *Nursing*
Christina M. Gulliver, *Nursing*
Susan E. Gumb, *Treadwell Library*
Irene L. Gutowski, *Cardiac*
Debra A. Habunek, *Radiology*
Margaret P. Hackett, *Radiology*
Nora K. Hackett, *Resources and Development*
Robin E. Haley, *Occupational Therapy*
Charlie Hall, *Administration*
Eileen P. Hall, *Anesthesia*
Kathleen L. Hamilton, *Medical Clinics Complex*
Mark J. Hammerschmidt, *Nursing*
Susan M. Hanley-Way, *Molecular Biology*
Alan Hanscom, *Blood Transfusion Service*
Olga H. Harbar, *Dermatology*
Patricia A. Harris, *Nursing*
Tony O Harris, *Inpatient Phlebotomy*
Bonnie M. Hart, *Human Resources*
Bethune M. Hastings, *Nursing*
Donna D. Healy, *Nursing*
Diane M. Heislein, *Physical Therapy Associates*
Lisa A. Helvitz, *Nursing*
Deborah A. Henault, *Nursing*
Linda G. Higgins, *Nursing*
Janet D. Hill, *Environmental Services*
Jayne E. Hill, *Nursing*
Ronald S. Hill, *Computer Services*
Christopher A. Hirsch, *Respiratory Care Dept.*
Deborah A. Hirscher, *Nursing*
Christine Hobbs, *Accounting*
Margaret M. Hogan, *Nursing*
Holly M. Holden, *Orthopaedics*
Stoughton B. Holden, *Communications*
Elizabeth Hopkins, *Nursing*
John J. Hopkins, *Chemistry*
Carolyn F. Horn, *Reading Disabilities Unit*
Kara J. Houghton, *Neurology*
Ann E. Hudson, *Radiation Medicine*
Jane Hurley, *Surgical Research*
Robert Hurwitz, *Materials Management*
Sally S. Iles, *Fiscal Affairs*
Ronald D. Imperiali, *Pharmacy*
Bonna Ith, *Cardiac*
Lynne A. Jameson-Meehan, *Radiology*
Susan A. Janes, *Radiology*
Susan E. Jaster, *Nursing*
Jane T. Jesser, *Nursing*
Dale E. Jette, *Animal Farm*
Cynthia E. Johnson, *Emergency Ward*
Linda M. Johnson, *Nursing*
Lee E. Johnson, *Buidlings & Grounds*
Maria Kaldis, *Radiology*
Kathy Karalolos, *Nursing*
Jill L. Kamedy, *Nursing*
Teresa A. Kavanagh, *Nursing*
Sean Kelley, *Pathology*
Karen J. Kelly, *Anesthesia*
Barbara J. Kenney, *Nursing*
Emilio A. Kenney, *Materials Management*
Ruth Kenworthy, *Cardiac*
Roseann B. Kerr, *Nursing*
Hyung G. Kim, *Surgical Associates*
Jim H. Kindell, *Environmental Services*
Tammy A. King, *Nursing*
Caroline A. Kinsella, *Nursing*
Christophe T. Knoell, *Arthritis*
H. Marilyn Koch, *Office of Technology Administration*
Yolanta Kovalko, *Children's Service*
Maureen E. Kroll, *Nursing*

FOR FIVE YEARS

Carol A. Kuehn, *Nursing*
Christine M. Kulle, *Nursing*
Lisa A. Lafauci, *Chelsea Health Clinic*
Heidi A. Langendoen, *Animal Farm*
Patricia M. Laperriere, *Neurology*
Rodney P. Larcom, *Chemistry*
Jean Lasco, *Professional Billing*
Beverly Lasovick, *Human Resources*
Carmen, L. Lassus, *Radiology*
Nancy A. Latham, *Occupational Therapy*
Theresa E. Lawton, *Accounting*
Julie A. Leonard, *Nursing*
Rose C. Levine, *Pulmonary*
Hilary B. Levinson, *Nursing*
Denise M. Levy, *Neurology*
Julie J. Lewis, *Respiratory Care*
Mary E. Lewis-Mannion, *Mallinckrodt GCRC*
Georgia J. Lezcano, *Cardiac*
Joan A. Logan, *Neurology*
Suzanne Lombard, *Medical Records*
Rosa Long, *Environmental Services*
Margaret M. Lordan, *Nursing*
Denise J. Lozowski, *Nursing*
Alberta M. MacDonald, *Materials Management*
James T. MacDonald, *Computer Services*
Brian J. MacDonnell, *Nursing*
William J. MacLean, *Buildings & Grounds*
Camille, M. Madden, *Medical Oncology*
Susan A. Maggiacomo, *Nursing*
Diane Mahoney, *Security*
Nancy D. Maines, *Nursing*
Mary L. Maldonado, *Chelsea Health Clinic*
Sue E. Marr, *Radiology*
Vicki L. Martens, *Hematology*
Eliza Martin, *Environmental Services*
Samuel N. Martin *Environmental Services*
James Matthews, *Radiation Medicine*
Helene C. Mayer, *Social Service*
Wiliam Maynard, *Environmental Services*
Sheila McBarron, *Nursing*
Lori S. McCaffrey, *Nursing*
Jacqueline F. McCallum, *Physical Therapy Assoicates*
Mary E. McCarthy-Tiella, *Nursing*
Timothy McDermott, *Immunology*
Ildiko E. McElroy, *Blood Transfusion Service*
Joseph J. McElroy, *Cardiac*
Shawn McGlew, *Cardiac*
Karen M. McGrail, *Dietetics*
Diane E. McKenna, *Nursing*
Elizabeth J. McKenna, *Nursing*
Lorraine E. McKeon, *Pathology*
Kathleen E. McKinney, *Nursing*
Carol A. McMahon, *Nursing*
Walter P. McNaney, *Molecular Biology*
Kathleen M. McPeck, *Anesthesia*
Raymond P. McPeck, *Respiratory Care*
Joseph Medeiros, *Environmental Services*
Marina Mednikov, *Lab of Computer Science*
Barbara Meehan, *Neurosurgery*
Pauline E. Metras, *Medical Records*
Monica A. Middleton, *Environmental Services*
Patricia A. Miele, *Cardiac*
David C. Miller, *General Store*
Forest L. Mixon, *Diabetes*
Mary Molle, *General Store*
Maureen Monagle, *Nursing*
Deborah J. Montgomery, *Nursing*
Donald J. Montigny, *Pharmacy*
Donata Mosho, *Cardiac*
Laura J. Murphy, *Nursing*
Susan Murphy, *Nursing*
Elizabeth G. Naddaff, *Nursing*
Motuma Nataee, *Pharmacy*
Phyllis Neely, *Orthopaedics*
Paul J. Nelson, *Pedi Microchem*
George Nichols, *Planning Office*
Jean J. Noel, *Environmental Services*
Marlene L. Noel, *Chelsea Health Clinic*
Doris M. Nolan, *Nursing*
Patricia A. Noonan, *Nursing*
Bradford V. Norman, *Environmental Services*
Kelly A. Norris, *Accounting*
Susan M. Nutile, *Nursing*
Elizabeth M. O'Brien, *Nursing*
Kimberly J. O'Leary, *Nursing*
Ellen V. O'Brien, *Nursing*
Francis O'Brien, *Nursing*
Maureen E. O'Donnell, *Nursing*
Sherri R. O'Grady, *Neurology*
Donna O'Kane, *Professional Billing*
Grace A. Oliveira, *Medical Clinics Complex*
Sonja J. Olsen, *Nursing*
Karen M. O'Neil, *Revere Health Center*
Richard O. Orlandi, *Security*
Monica M. O'Sullivan, *Nursing*
Carolyn Pacella, *Bunker Hill*
Denise S. Palumbo, *Nursing*
Kathleen M. Paras, *Nursing*
Ruby A. Parziale, *Neurology*
Joseph L. Pavelos, *Environmental Service*
Susan A. Pelham, *Materials Management*
Donna M. Peltier-Saxe, *Nursing*
Mary Perdikes, *Administration*
Julie Pereira, *Nursing*
Sigute V. Perrault, *Respiratory Care*
Joyce Perry, *Hematology*
Anthony J. Petruzzelli, *Transport Services*
Thomas Pham, *Environmental Services*
Marcia T. Phillips, *Gastrointestinal Services*
Amy L. Picard, *Nursing*
Barbara J. Pierson, *Admitting*
Anthony J. Pignone, *Nursing*
Lev R. Pinsky, *Radiology*
Wanda M. Ponte, *Nursing*
Caryl D. Potter, *Surgical Research*
Christine J. Pottinger, *Nursing*
Karen F. Presnick, *Nursing*
Michael T. Price, *Nursing*

FOR FIVE YEARS

Rocio Protasowicki, *Diabetes*
Kathleen J. Pry, *Nursing*
Kimberly Puopolo-Larcom, *Chemistry*
Bozena Radziwon, *Blood Transfusion Service*
Wayne Raila, *Computer Services*
Eleanor Reed, *Pathology*
Eliza Regis, *Environmental Services*
Mary E. Riffe, *Materials Management*
Nancy Robenhymer, *Nursing*
Terryanne Roberts, *Accounting*
Donna Robichaud, *Revere Health Center*
Ellen M. Robinson, *Nursing*
Kathleen A. Robinson, *Patient Financial Services*
Ellen L. Roderick-Joseph, *Nursing*
Bradley D. Rose, *Buildings & Grounds*
Richard Rossetti, *Security*
Suzanne Roullier, *Nursing*
Judy S. Rudder, *Materials Management*
Arlene B. Ryan, *ACC Radiology*
Maria Sacco, *Human Resources*
Anita G. Sadek, *Nursing*
Daniel F. Saldivar, *Environmental Services*
Naomi Sales, *Patient Care Reps*
William P. Salom, *Respiratory Care*
Joan A. Sapir, *Information Resources*
Steven D. Sauter, *Administration*
Christine L. Savard, *Respiratory Care*
Laura A. Scannell, *Nursing*
Mario Scoppettuolo, *Buildings & Grounds*
Faith Scovel, *General Store*
Deborah J. Shafer, *Nursing*
Iris A. Sheinhait, *Neurology*
Margaret E. Sherwood, *Dermatology*
Guillermo Sierra, *Anesthesia*
Sandra E. Silvestri, *Nursing*
Jean G. Simon, *Environmental Services*
Deborah J. Simonetti, *Nursing*
Hazel J. Simpson, *Dietetics*
Kenneth Simpson, *Security*
Edith Sinagra, *Orthopaedics*
Antoinette Slater, *Fiscal Affairs*
Susan V. Slusser, *Nursing*
Courtneay Small, *Immunology*
Annemarie Smith, *Pedi Microchem*
Frances Smith, *Bunker Hill Health Center*
Arthur M. Sobol, *Psychiatry*
Toni M. St. Germain, *Bunker Hill Health Center*
Kevin S. Stanek, *Anesthesia*
Laura C. Stanley, *Urology*
Linda A. Steiner, *Physical Therapy Associates*
Joanne Stewart, *Gastrointestinal Services*
Maria E. Sundquist, *Research Administration*
Amy, H. Swartz, *Nursing*
Donna M. Sweeney, *Nursing*
Judith Szczerbinski, *Endocrine*
Janeth S. Tatum, *Environmental Services*
Jill A. Taylorpedro, *Nursing*
Mylene A. Tennihan, *Fiscal Affairs*
Kathryn K. Therrien, *Nursing*
William B. Thomas, *Environmental Services*
James E. Thompson, *Resources and Development*
Elizabeth Torres, *Dermatology*
A. F. Torres, *Computer Services*
Tam M. Tran, *Information Resources*
Mary L. Trase, *Nursing*
Richard J. Turgeon, *Environmental Services*
Tracey A. Turner, *Nursing*
David J. Verreault, *Respiratory Care*
Ross Vicksell, *Radiology*
Deborah K. Vinson, *Nursing*
Sharon Vitiello, *Anesthesia*
Sarah Waddell, *Nursing*
Joyce Walker, *Infectious Disease*
Ronnie L. Walker, *Nursing*
Virginia M. Walker, *Nursing*
Michelle M. Wall, *Nursing*
Katherine H. Walles, *Nursing*
Carole Walsh, *Professional Billing*
Margaret M. Walsh, *Nursing*
Christine A. Warden, *Materials Management*
Karen R. Warren, *Nursing*
Deborah Washington, *Nursing*
Gertrude Webb, *Dietetics*
Rita J. Webster, *Administration*
Nancy M. White, *Nursing*
Oliver N. White, *Environmental Services*
Tereza White, *Nursing*
Charls D. Wickens, *Anesthesia*
Virginia M. Wilking Quinn, *Nursing*
Helen Williams, *Environmental Services*
Debra A. Wood, *Endocrine*
James E. Young, *Dietetics*
Carol L. Yukna, *Nursing*

Holiday Greetings

MGH HOTLINE

12 December 1991

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

? ? ? Questions, Questions, Questions at the October Town Meeting Answers, Answers, Answers ? ? ?

Do secretaries at the Beth Israel earn more than MGH secretaries? What are smokers going to do when it is too cold to smoke outside? Why were research employees left out of the October bonus? Who changed the name of the Phillips House and why? Can we tour the jail? Why don't we have dental insurance? Is information on our computers safe? And why doesn't our patient population reflect the racial and ethnic diversity of our employees?

These were questions asked and answered at last month's Town Meeting. From insurance to health care financing to salaries and bonuses, a potpourri of concerns were raised at the forum.

Beth Israel secretaries did indeed get a salary increase in August, raising the average salary there to $11.80 per hour. However, the average salary for MGH secretaries is $12.66 per hour, and the hospital will probably not raise it in the near future. "We believe that we are still highly competitive and do not need to make the adjustment that Beth Israel did," said Dr. J. Robert Buchanan, MGH General Director.

In response to recurring concerns about health insurance, the hospital is investigating a "cafeteria" plan for health benefits, which would allow employees to choose the benefits they want (including dental). And an employee's question about why family coverage for a married couple without children costs more than insurance for two single people prompted a promise to investigate and perhaps change the policy.

Meeting financial goals was one factor that allowed the hospital to give bonuses in October. Calling it a major accomplishment that we ended the year without a deficit, Dr. Buchanan credited MGH employees for their contributions in meeting admissions goals.

Responding to concerns that those in the research community did not receive bonuses, Dr. Buchanan said that bonuses for this group could not have come from the hospital's general funds; they would have had to come from researchers' grants. And because National Institutes of Health (NIH) rules mandate that awards of bonuses or raises cannot be discretionary, this would have forced all researchers to award bonuses.

"Had we done that," said Dr. Buchanan, "we would clearly have imposed hardships on some of the

MGH General Director Dr. J. Robert Buchanan answered employees' questions at October's Town Meeting. MGHers raised such issues as benefits, raises, the new smoking policy, and cultural diversity.

investigators who are in a very competitive environment for grant support and are doing the very best they can to keep their projects going and their employees on the payroll."

The MGH on August 1 changed its smoking policy and became a completely smoke free environment. Since then, many MGH employees, visitors, and patients have been smoking under the Bulfinch tent. But what will they do when the weather is too cold to smoke outdoors? "The [smoking] policy was established by a group of people who represent all of the constituencies (including smokers) of this institution," said the General Director, "as a model of what a health care institution ought to do

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World class therapist for world class athletes

Gary Geissler, MS, PT, ATC, of MGH Physical Therapy Associates, was one of four athletic trainers for the U.S. team at the World Track & Field Championships in Tokyo. He witnessed Carl Lewis, one of the fastest men in the world, sprint to a 9.86-second world record in the 100-meter dash. He looked on as the U.S. men's 4 X 100-meter team, which Lewis anchored, ran 400 meters in 37.5 seconds (another world record).

But when an athlete was injured, Mr. Geissler went into action.

When two-time Olympic gold medalist Jackie Joyner-Kersee sprained her ankle in the long jump, she could have been out of the competition. But with the assistance of her own personal trainer Bob Forester, the team physician, and Mr. Geissler—not to mention Ms. Joyner-Kersee's competitive spirit and unsurpassed athletic ability—she went on to win two events in addition to the long jump.

Mr. Geissler was at the medical tent, near the track, watching on a television monitor, when Ms. Joyner-Kersee sprained her ankle. "She was going to take off for the long jump," he said. "There's a plastic board they have for a mark. When she hit that, the spike didn't sink in and she turned her ankle." The heptathlete sprained a ligament as she went into the jump. Nevertheless, that effort (7.32 meters) was good enough to win a gold medal.

Ms. Joyner-Kersee went on to win the following day in the high jump competition with a 1.91-meter leap, and followed that achievement with a win in the 100-meter

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Here Gary Geissler (left) of MGH Physical Therapy Associates examines Olympic Gold Medalist Jackie Joyner-Kersee's ankle. Even though Ms. Joyner-Kersee sprained her ankle, she won a gold medal in the long jump and she came in first in the high jump and the 100-meter hurdles. Mr. Geissler, MS, PT, ATC, served as an athletic trainer for the U.S. team at the World Track & Field Championships in Tokyo.

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On *50th* anniversary Blood Transfusion Service kicks off major blood drive

Marking its 50th anniversary, the MGH Blood Transfusion Service (BTS) will kick off a drive in January to increase employee blood donations.

Because of advances in surgery and medicine and the increasing severity of trauma patients coming into our Emergency Department, the MGH needs more blood than ever before. New surgical techniques such as liver transplantation often require large amounts of transfused blood. "Liver transplantation is a long and complex procedure," said Dr. Christopher Stowell, the Director of the BTS. "For part of the surgery there is no functioning liver, so there is nothing to produce clotting factors. As a result, there often is a lot of bleeding." Dr. Stowell pointed out that some orthopedic procedures as well as certain types of cardiac surgery often require a lot of blood.

In fiscal year 1991 the hospital used about 57,000 units of blood. However, the MGH collected through volunteer donations only about 60 percent of the blood needed. The rest had to be obtained from outside sources at a cost of about one million dollars.

Holidays are crucial times for blood banks because of increases in accidents and decreases in blood donations. For instance, over the last Labor Day weekend the MGH had about 250 units of blood but ended up needing 706 units.

The MGH BTS has an aggressive donor program which recruits donors from area firms such as Putnam Companies, Inc. and Little Brown & Co. However, Dr. Stowell is convinced that one of the best resources for blood donations might be right here at home. About two percent of the hospital's 11,000 employees are blood donors. Dr. Stowell has targeted a goal of 25 percent. "I think MGH employees have the best understanding of the need for blood," he said. "And for those not involved in "hands-on" patient care, giving blood is a way to contribute to patient well-being in a direct way."

Giving blood is easy and safe. You can make a donation every eight weeks, and the hospital allows employees one hour off work to donate blood.

A little goes a long way. One pint of blood can help several patients because it is divided into several components which have varied uses. Red blood cells are used to replace blood lost in surgery or from trauma. Plasma and platelets can help patients with clotting problems such as those which occur in leukemia, liver failure, or during chemotherapy.

When you think this month about holiday gift giving, think about giving a gift that costs nothing more than a little time. Blood is a gift that can be priceless to an MGH patient.

MGH surgeon makes Head of the Charles

MGH plastic surgeon Dr. G. Gregory Gallico III was one of the rowers participating in the Head of the Charles, a New England tradition hailing the coming of fall.

Dr. Gallico, a former Yale University football fullback, and his rowing partner James Keating, a teacher at Marblehead High School, rowed for the Union Boat Club. They came in 7th in the international division in the 'Masters' age group—which includes those 40 to 50 years old. More than 40 boats competed in this category, including crews from Germany, Yugoslavia, and Bulgaria.

Dr. Gallico is not new to rowing. On October 12 he came in first in the Challenge of the Hudson in Peekskill, New York. On October 6 he came in second in the Textile River Regatta in Lowell. On October 13 he came in eighth in the Head of Connecticut in Middletown, CT. Dr. Gallico rowed solo in the Peekskill, Connecticut, and Lowell races. He has also run two Boston marathons and one New York marathon.

Town Meeting

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to prevent the disease with which smoking is so importantly associated. I do not believe that we are now going to provide havens for smokers."

The Phillips House was renamed the Founders House on Ether Day, October 18. (The first use of ether occurred October 16, 1846, but was celebrated this year on October 18.) It was renamed because during the hospital's Capital Campaign, donors asked that a part of the new Ellison Building be comparable to the old Phillips House and carry its name. "That left us with the responsibility to put some kind of a name that was historically important on the old Phillips House," said Dr. Buchanan. "The decision was made to embrace not only Mr. Phillips, who was a founder, but all the other 75 individuals who were responsible for bringing this place into being."

An employee pointed out that an E-mail training program called "Control" might allow a computer user to eavesdrop on another user's computer operations without his or her knowledge. (E-Mail is the hospital's interactive computer communications system.) Dr. Buchanan said that because of this problem, the hospital will no longer use the Control program until the software company can modify it.

Dr. Buchanan also commented on the hospital's marketing efforts, especially a mailing to employees of a refrigerator magnet with the number for the Physicians Referral Office on it. Saying that "the best marketing in the world is the kind of service that people remember positively," Dr. Buchanan noted that this particular effort was inexpensive and designed to help MGH employees and patients know whom to call when they need help.

As to why the patient population at the MGH does not reflect the ethnic and racial diversity of MGH employees, Dr. Buchanan said that the diversity of patients in the hospital more closely reflects the surrounding community. "You are sitting in the old West End," he said. "It was never a community of people of color. It was largely an Italian community with a Jewish element. I really do believe it is largely a matter of history and geography, and not of institutional attitude."

Dr. Buchanan pointed to programs at the community health centers in Chelsea, Revere, and Charlestown as examples of the MGH's commitment to community service. "It goes all the way from the usual vaccination programs and women and infant and children's health care," he said, "to such models as Camp Bunker Hill (a summer day camp for youth in Charlestown), to mentoring programs for youth run by the Volunteer Department, to a camp without walls for inner city kids. I think we are very active and contributing members of our community."

In response to a request at the Town Meeting, tours of the jail will be forthcoming. "It seems that a large number of our people have been fortunate that they have never seen the inside of a jail," said the General Director to laughter throughout the room. "I hope it stays that way. But we can certainly arrange tours of the jail."

In addition, the General Director commented on why many employees were not sent home during Hurricane Bob. "When other people are having serious problems with natural disasters and the like, that is the very time when the community is most likely to turn to us for help. We need to be ready to serve," he said.

The General Director also answered a question about House Bill 6100, the new health care bill now in the State Senate. Saying that it might give hospitals a much improved reimbursement environment, he pointed out there are still some flaws with the bill. Mainly there would be an extended transition phase which would regulate hospitals more than they are now. "If we could modify 6100 slightly, I think we could live with it," he said. But if not, MGHers may again ascend Beacon Hill as they did in 1987 to lobby for a health care bill that will help hospitals better serve their patients.

Just Married!

Illness doesn't have to get in the way of romance. Marion Hebert and John Onthank had planned to get married. But on the day they were to visit the Justice of the Peace, Marion became ill with a kidney infection. She came to the MGH but decided to get married anyway. The couple plans a more traditional wedding on the 4th of July in Champagne, France, Marion's home. Here Mr. Onthank gives the new Mrs. Onthank a kiss. White 7 nurses Kate Sullivan, Jane Vozzella, and Christine Lloyd were bridesmaids. MGH nurse Geraldine Prince was Maid of Honor.

What's happening

Save on film developing

You can now get two prints for the price of one at the MGH General Store. Bring your 35 mm or 110 mm film to the General Store for developing and get either two sets of 3 1/2 inch prints for the price of one or one set of enlarged 4 inch glossy prints for the price you would pay for the smaller size. In addition, the General Store offers one-day processing.

MGH research symposium and poster session

On Wednesday, January 22, the MGH will hold its 16th Research Symposium and Poster Session. The keynote speaker for the event is Dr. Edward Skolnick, President of Merck, Sharp & Dohme Research Laboratories and Chairman of the MGH Scientific Advisory Committee. Dr. Skolnick will speak on "Molecular Approaches to Drug Discovery" at the Shriners Burns auditorium from 1:30 p.m. - 2:30 p.m.

The poster session, which will highlight ongoing research at the MGH, will be held from 11:30 a.m. -1:30 p.m. in the Wellman Conference Room and includes lunch. Oral presentations will be held in the Shriners Auditorium from 2:30 p.m. - 5:00 p.m.

On Thursday, January 23, an open meeting of the MGH Scientific Advisory Committee will be held. Entitled "Clinical Investigation at the MGH," the meeting is scheduled from 9:00 a.m. - 3:15 p.m. in the Wellman Conference Room.

Dermatology study needs volunteers

The Dermatology Clinical Investigations Unit at the MGH is investigating a new topical medication for patients with sun-damaged skin. You must be non-Caucasian and between 40-75 years old. Visits and medications are free of charge and payment is provided. For more information call 6-5066.

Yes, you can tour the jail!

In response to employee requests, the MGH Planning Office will offer tours of the Charles Street Jail to MGH employees on Wednesday, December 18, from 9:00 a.m. to 5:00 p.m. Interested employees should come to the front door of the jail and present an MGH ID card.

Volunteers needed for a cartoon study

Researchers at the MGH Neurolinguistics Lab on Bartlett 5 are looking for left-handed adults for a cartoon study. The session takes about 30 minutes and pays $7. Call Lavinia Gammon or Kaaren Bekken for information at 6-7706.

Solve your child's sleep problems and get some yourself

On Friday, December 13, the TLC Wellness Program of the Massachusetts Eye and Ear Infirmary (MEEI) and the Harvard Medical Center Office for Parenting will present a discussion by Dr. Richard Ferber on sleep disturbances in children. Dr. Ferber is Director of the Center for Pediatric Sleep Disorders at Children's Hospital. The forum will be held from noon - 1:30 p.m. in the Meltzer Auditorium at the MEEI. Call Barbara Wold at 432-1615 for information.

Work continues on the demolition of the Baker Building and preparation for the construction of Tower II. Mayor Ray Flynn was at the hospital last month to laud the cooperative efforts of industry and government in creating new jobs for Bostonians, especially in the construction trades.

The staff on Ellison 17 held a Halloween party for the young patients who were in the hospital instead of out haunting. Here Catholic Chaplain David Musso dons a clown suit to entertain (from left): Richard Caughey, a four-year-old from Marshfield; Carole Williams (Richard's mother); and Eric Negron, a three-year-old from Revere.

Kudos for Recruitment

MGH Recruitment Services was honored for its recruitment advertisements at the October 10 meeting of the National Employment Managers Association. The MGH won *Best in Category* for a nursing journal advertisement entitled "And people ask why." The department won a merit award for a national recruitment poster which featured the photographic works of MGH employees. The hospital competed with other industries including manufacturing, financial services, and the computer industry. Kathy Rice and Betty Lang were in Chicago to accept the awards on behalf of Beverly Cunningham of Nurse Recruitment and MGH Recruitment Services.

Now! is the time to change your health insurance

The annual open enrollment for health insurance and reimbursement accounts will end on December 20th. Now is the time to make any changes to your health insurance coverage for 1992 or to enroll in a health care or dependent care account for next year. For information call the Benefits Office at 6-8133 or stop by the office on Bulfinch 2.

The Thelma B. Wein memorial

Thelma B. Wein, who worked in the MGH Cardiac Unit for 22 years, died in April. Her husband, Herbert G. Wein, has established the Thelma B. Wein Memorial Fund for the purchase of books and periodicals for the Cardiac Library. Dr. Roman DeSanctis will oversee the fund.

A plaque in the Paul Dudley White Conference Room in the Bulfinch Basement recognizes the fund and Mrs. Wein's many years of service to the hospital. Mrs. Wein worked as lab coordinator for Dr. Edgar Haber, who was for many years Chief of the Cardiac Unit.

Thanks to all

November 4, 1991

To all Personnel:

On September 21, my husband was transferred to Mass. General from the Cape Cod Hospital in Hyannis. He had suffered a heart attack. At your hospital he was put under the care of Dr. Igor Palacios. He was discharged on October 10 and is now recovering at home very well.

We want to thank everyone at your hospital for the excellent care, both physically and emotionally, that you provided. We were "out-of-towners" who had planned a vacation that went awry. However, we were in the best place possible for the expertise and care that was necessary.

Everyone was truly great, and we would like to say a special thanks to Dr. Palacios, to all the nurses on the three floors my husband was on, and to Susan Malloy, Nancy Fader, and Adrienne Senneville, as well as to Ron in the Stress Test Unit for their compassion and help.

We thank the Lord for the healing He brings about as He works through doctors, nurses, and health care workers.

Thanks again for everything and God's blessing on you all.

Sincerely,
Mrs. William Plarr

Prayer and song from the MGH Chaplain's Department

The MGH chaplains hold a monthly interfaith service of prayers for healing for patients, their families and staff on the second Wednesday evening of each month. The next service is Wednesday, January 8, from 6:30 p.m. -7:00 p.m. Services are held in the Chapel on Ellison 1. Call the department at 6-2220 for information.

The Chaplain's Department will also sponsor holiday caroling at noon in the WACC Lobby December 23 and 24.

In addition, the Chaplain's Department hosts concerts in the Chapel throughout the year. All

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MGH HOTLINE

World class therapist

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hurdles with a record time of 10.1 seconds. Unfortunately, the reigning Olympic and World Champion pulled a hamstring muscle during the women's 200-meter run and had to drop out of the competition. "You could make the case that, because she had altered her gait or stride because of the ankle, the hamstring was working in a different way, and that's why she pulled it," said Mr. Geissler.

The World Championships, considered by some to be more competitive than the Olympics, began in 1983 in Helsinki. They have been held in Rome and this year in Tokyo. Upcoming competitions are planned in Germany, and in Gothenborg, Sweden.

The types of injuries the U.S. trainers attended to included heat exhaustion (temperatures in Tokyo hit 95 degrees and the humidity was high), sprains, and pulled muscles. The most unusual injury Mr. Geissler helped treat occurred when an athlete dislocated his jaw from violent vomiting. "It is not unusual," he said, "for athletes to vomit after they reach their highest level of physical exertion. The jaw was treated and he was able to compete the next day."

American trainers also provided treatment for members of other teams. For instance, Mr. Geissler worked with Addis Abebe, a long distance runner from Ethiopia, when Mr. Abebe sprained his ankle. In addition, Mr. Geissler worked with David Kibet of Kenya, a 1500-meter athlete who suffered a pulled hamstring muscle.

Mr. Geissler says that he doesn't employ different techniques when treating world class athletes than those he uses at MGH Physical Therapy Associates. He does, however, take into account the athletes' personal regimens. "You have to consider that the athlete has had his or her treatment done in a certain way," Mr. Geissler said. "As long as it is not something you feel is causing injury, you go with what has worked for the athlete in the past. In this clinic, I am able to sit down and give the patient a rationale for why I think my treatment approach is better. With athletes, you don't want to change their routine at the height of competition." Mr. Geissler credits his colleagues at MGH Physical Therapy Associates for sharing with him a variety of treatment approaches that have enhanced his flexibility in treatment planning.

Mr. Geissler also served as a physical therapist and athletic trainer to members of the U.S. Greco-Roman Wrestling Team when they won a bronze medal at the World Cup Championships in Gothenborg, Sweden, last year. He worked as an athletic trainer for the U.S. Olympic Track & Field Trials held in Indianapolis in 1988, and last summer was invited to serve as a U.S. Olympic Committee athletic trainer for the Olympic Festival in Los Angeles.

The MGH hosted a personal safety fair in October which brought crowds to the WACC Lobby. Here McGruff the Crime Dog looks on as fair participants enjoy balloons. The fair featured exhibits by the Boston Police Department, the MGH Safety Office, the Drop-A-Dime Program, MGH Police and Security, and other departments and agencies. In addition, safety professionals did presentations on such topics as community safety and safety in the workplace.

In general

The American Roentgen Ray Society (ARRS) has installed MGH radiologist **Dr. Joseph T. Ferrucci, Jr.**, as secretary. Dr. Ferrucci is Professor of Radiology at Harvard Medical School. The ARRS has been a forum for progress in radiology since shortly after the discovery of X rays.

Patricia Rowell, Director of Volunteer Services, was recently elected to a two-year term as president of the New England Association of Directors of Health Care Volunteer Services. Ms. Rowell has directed the MGH Volunteer Department since 1985.

The American Society of Clinical Pathologists has chosen **Dr. Robert E. Scully** as recipient of this year's distinguished H.P. Smith Pathology Educator Award. He received the award at the opening ceremonies of the American Society of Clinical Pathologists/College of American Pathologists meeting in September.

Dr. Scully has served in the Pathology Department of the MGH for more than 40 years. He received his undergraduate degree from Holy Cross College and his medical degree from Harvard Medical School. Dr. Scully served as a captain in the U.S. Army Medical Corps in Tokyo, Japan. He is Professor of Pathology at the hospital and Editor of the MGH Case Records.

Dr. Andrew Jeon has been appointed Director of the Ambulatory Surgical Services. Dr. Jeon is responsible for the overall functioning of the Surgical Day Care Unit. Dr. Jeon will retain his position as Medical Director of the Pre-Admission Unit. He is a Diplomate of the American Board of Anesthesiology and a graduate of Harvard Business School.

Cathy Hannigan, RN, BSN, was the 1991 recipient of the Ben Corrao Clanon Memorial Scholarship. Ben Corrao Clannon was a patient in the Neonatal Intensive Care Unit who died in 1987. To keep his memory alive, to benefit other NICU patients and their families, and to recognize excellence in NICU primary nursing, the Corrao Clanon family established a scholarship fund in Ben's name. The $500 scholarship is awarded annually to an outstanding NICU Primary Nurse who exhibits a strong commitment to primary nursing. Previous recipients of the award include Ben's primary nurse Anne Armstrong, Karen MacCormack, Maureen O'Donnell, and Janet Bell.

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concerts are held on Wednesdays at 2:00 p.m. Upcoming performances include a performance by the Bell Ringers from the Perkins School for the Blind on December 18 and a performance by pianist Alice Wilkinson, accompanied by a string ensemble, on January 8.

Volunteers needed for study on common cause of blindness

The Massachusetts Eye and Ear Infirmary (MEEI) is the only site in New England participating in the Age Related Eye Disease Study (AREDS)—a study being offered at 11 medical institutions throughout the country. Macular degeneration is the leading cause of blindness in the elderly.

MEEI is seeking individuals to participate in AREDS. To be eligible you must have macular degeneration and be between the ages of 59 and 74 and in otherwise good health. You must also have good corrected vision (with eyeglasses) in at least one eye and have no other serious eye problems like glaucoma. Semi-annual visits will include eye examinations, visual function testing, and photographs of the retina. Testing is free of charge. To see if you are eligible, please call Beth Del Bono at 573-3533.

A musical opportunity for the medically inclined

The Longwood Symphony Orchestra, now in its eighth season, is a full symphonic orchestra composed primarily of Boston health care professionals. The orchestra has played with such notable soloists as cellist Yo-Yo Ma, and Boston Symphony Orchestra principal trumpet player Charles Schlueter. The musicians rehearse every week at the New England Deaconess Hospital and mount four full symphony concerts each year.

Depending on orchestration, vacancies come up regularly in the string, wind, brass, and percussion sections. "We always welcome inquiries," says president Lisa Wong, a pediatrician at the MGH. "The orchestra is open to all musicians—not just doctors—by audition."

Information about the Longwood Symphony Orchestra can be obtained from Dr. Wong at 332-7011, or from the orchestra's board chairman, Henry Feldman, at 965-9892.

Study needs volunteers

The Reproductive Endocrine Unit has an immediate need for healthy women ages 18-40 years with regular menstrual cycles and on no medications, to participate in ongoing research studies. Compensation is available. Call Helen at ext. 6-5387 for details.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

19 December 1991
A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9 / Extension 2206

MGH HOTLINE UPDATE

Want a piece of the Baker Building?

Come to the Bulfinch Terrace Friday morning

When Jan Blaine, MGH Admissions Coordinator, and her husband, Daniel, bought their home some fifteen years ago, they went through months of delicate negotiations that might have come to an unfruitful end. Just before closing the deal, Ms. Blaine had to be hospitalized. Then a nurse in the Baker Building, she was placed in Baker 745.

It was an unfortunate time to be in the hospital. She thought she and her husband just might lose the chance at their dream house. But instead of panicking, they changed the closing site from the Realtor's office to what they then described as Ms. Blaine's office at the hospital—Baker 745.

This summer the hospital began demolition of the Baker Building—the first hospital building built in the United States to attend the needs of the middle class. When the site is cleared, construction of Building II will begin.

In memory of the many years she has worked at the hospital and the part the Baker Building played in acquiring her home, Ms. Blaine decided she wanted a piece of the Baker (Ms. Blaine, who is also President of the MGH Nurses' Alumni Association, came to the MGH in 1952 as a nursing student.)

"I wrote a letter to Larry Martin," said Ms. Blaine, "and expressed my gratitude for my many years here. The MGH has given me much, but I told him that I want more. I feel really sentimental about that room. I wanted one of the bricks from Baker 745."

Mr. Martin, Senior Vice President at the MGH, presented Ms. Blaine with two bricks from Baker 745—one from the room and one from the bathroom. He also gave her a floor plan of the building indicating exactly where the bricks had come from. "Larry gets things done around here," said Ms. Blaine. "He responds, and that is what this hospital is all about—people responding."

Mr. Martin plans to do near the same for other interested employees this Friday (December 20). He has stockpiled a collection of commemorative Baker Building bricks for any employee or former patient who is interested. Just come to the Bulfinch Terrace in front of the Bulfinch Building at 10:00 a.m.

Ms. Blaine has placed her bricks on the mantel in her living room—in a place of honor she says. For her they represent her home in Burlington which she calls the heart of her family. They also represent her home at the MGH and the spirit of family she has come to know in 40 years of working here.

Ask and ye shall receive a brick from the Baker Building

The MGH on Friday, December 20, will give away to any employee or patient a brick from the Baker Building. The bricks will be distributed at 10:00 a.m. on the Bulfinch Terrace in front of the Bulfinch Building.

The Baker Building, which has just been demolished to make room for a new inpatient care building, was completed in 1930. It was the first hospital building in the country built to meet the needs of the middle class.

"What's happening" and important message for physicians on back

What is UPIN? MGH docs need to know!

All U.S. staff physicians who treat Medicare patients have been assigned a Unique Physician Identification Number (UPIN) by the Health Care Financing Administration (HCFA). HCFA manages the federal government's Medicare program.

Effective January 1, this number must be included when charging Medicare for patient care services. The name of the physician providing the service or ordering the test must also be included. This applies to both inpatient and outpatient services and includes charges for consultation.

Physician UPINs have been added to the hospital computer system and are accessed through the MGH Provider Number (an identification number assigned to a staff physician).

Use the MGH Provider Number on all charge slips, and the computer will generate the UPIN. The UPIN must be included on charge slips for physicians and hospitals to be reimbursed by Medicare.

A list of physicians, their MGH Provider Numbers, and their corresponding UPINs will be distributed by December 20. If you need a copy of the list and have not received one by December 20, please call the Computer Help Desk at ext. 6-5085. If you need additional information or training on the new system, call Aminda Monteagudo at ext. 6-3471.

What's happening

Win! at the losing game

Start the New Year with a resolution that makes sense. Learn how to manage your weight without dieting. MGH Nutrition Services is offering a 12-week weight management class called "Winning at the Losing Game." The class meets every Tuesday from 5:30 p.m. - 8:00 p.m. and includes nutrition education, an exercise program supervised by physical therapists, and assistance with lifestyle change. The class is $195, and employees receive a $10.00 discount. The next session begins Tuesday, January 21. Call ext. 6-2779 to register. Space is limited.

Volunteer Department and Interpreter Service have moved

The Volunteer Department and the MGH Interpreter Service have moved to Founders House 1. The Interpreter Service is in Room 152, and the Volunteer Department is in Room 135. Their extensions remain the same. Dial 6-6966 to reach an MGH interpreter. To reach the Volunteer Department call 6-8540. (The old Phillips House was renamed the Founders House on October 18. The Phillips House now occupies the top three floors of the Ellison building.)

First Night is an MGH Advantage--Volunteer and get an extra advantage

As part of the MGH Advantage Program, MGH employees can get discount buttons to First Night, Boston's traditional New Year's Eve celebration. MGH employees can get buttons for just $3.00.

Buttons will be on sale Thursday morning, December 19, in the Gray Building Lobby on the main campus; in Human Resources at MGH East; at all of the health centers in the managers' offices; and in Medical Records at the Somerville Warehouse.

But why just go to First Night when you also can help out with the festivities? The event planners need more than 900 volunteers to work as ushers, sell buttons, and participate in the parade. Every volunteer will get free admission to First Night (including admission on days the volunteer doesn't work). Volunteers will also be invited to the First Night volunteer buffet dinner and party at the Westin Hotel.

For more information about volunteering, call Sandra Kelley at 542-1399. For information about discount buttons, call the MGH Employee Appreciation Committee at 6-2520.

Make a joyful noise in the WACC!

Join in the fun. The Chaplain's Department will sponsor holiday caroling in the WACC Lobby at noon, Monday and Tuesday, December 23 and 24.